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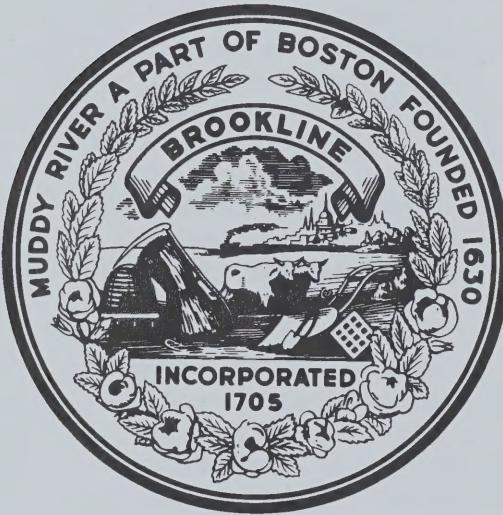
1996
ANNUAL
REPORT

On the Cover:

"Coolidge Corner Colors" by Carmella Salvucci, Brookline resident and artist
at Gateway Crafts, 62 Harvard St., Brookline Village.
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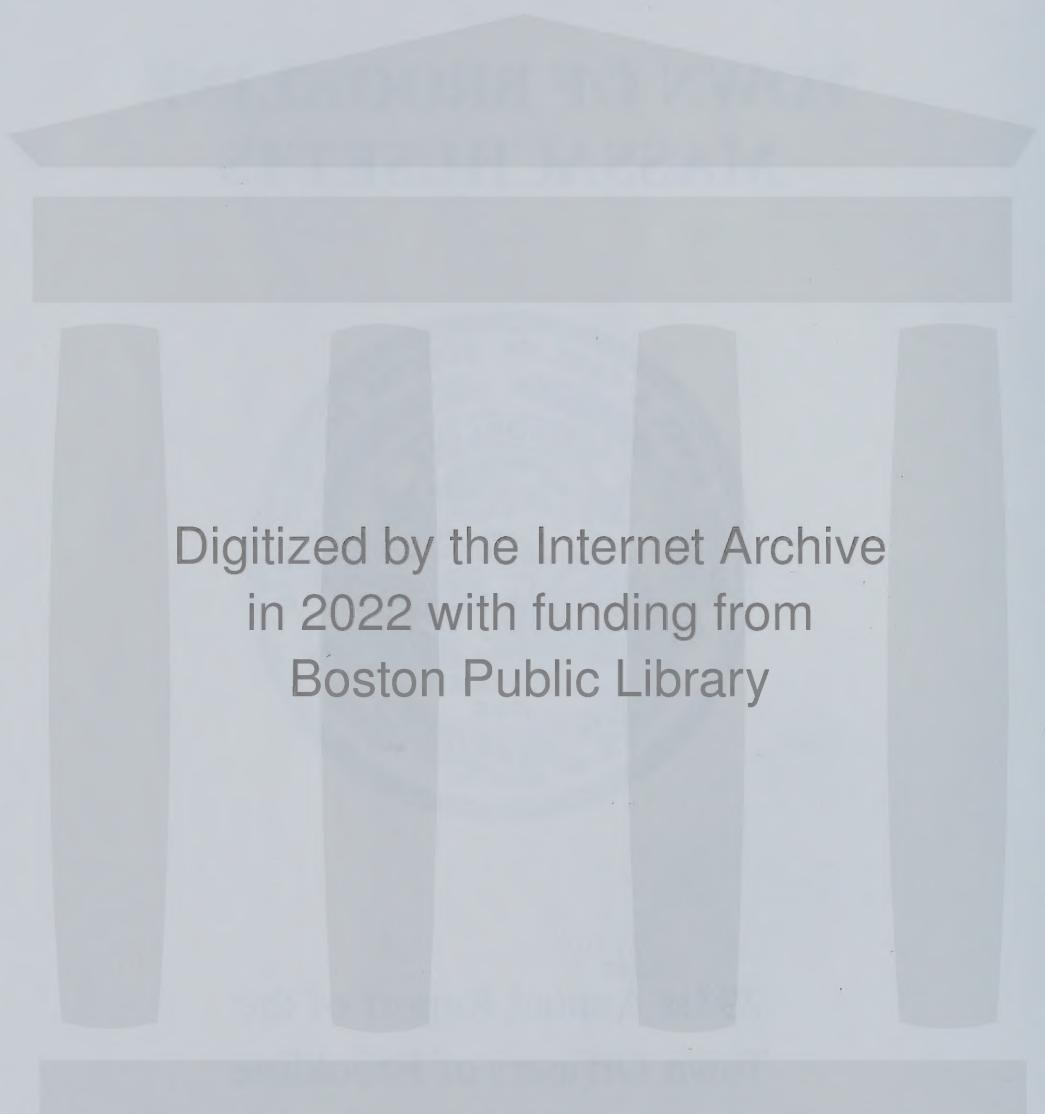
TOWN OF BROOKLINE MASSACHUSETTS



291st Annual Report of the
Town Officers of Brookline
for the year ending December 31, 1996

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TOWN OFFICERS

for the Municipal Year 1996

Elected Town Officers and Committees

MODERATOR

Edward (Sandy) Gadsby (1997)

TOWN CLERK

Patrick J. Ward (1997)

BOARD OF SELECTMEN

Donna R. Kalikow, Chair (1997)
Thomas P. Hennessey (1997)
Ronny M. Sydney (1998)
Joseph T. Geller (1999)
Gilbert R. Hoy, Jr. (1999)

TRUSTEES OF THE PUBLIC LIBRARY

Peter J. Epstein, Chair (1999)
Leonard Bernstein (1998)
Mary Firestone (1997)
Dennis P. Geller (1998)
Kenneth D. Jacobson (1997)
Gary D. Jones (1999)
Paul M. Katz (1998)
Gabriela Romanow (1999)
Ellsworth E. Rosen (1997)
Sandra L. Stotsky (1999)
Max Swartz (1997)
H. Richard Tyler (1998)

SCHOOL COMMITTEE

Nancy Heller, Chair (1998)
Helen Charlupski (1998)
Marcia M. Heist (1999)
Joyce Jozwicki (1997)
Terry Kwan (1997)
Kevin E. Lang (1999)
Pamela Lodish (1997)
James W. Schlesinger (1999)
Frank Smizik (1998)

BROOKLINE HOUSING AUTHORITY

Francis M. Moroney, Chair (1999)
Barbara B. Dugan (2000)
Leslie B. Fabian (1996)
Pamela H. Goodman (2001)
A. Christina Wolfe (1998)

CONSTABLES

Stephen E. Dean (1998)
Marvin A. Feinman (1998)
William A. Figler (1998)
Myrna Kahn (1998)
Stanley Rabinovitz (1998)

Appointed by the Moderator

ADVISORY COMMITTEE

Betsy DeWitt, Chair (1998)
Carl E. Axelrod (1997)
John Bassett (1998)
Carla Wyman Benka (1998)
Benjamin Birnbaum (1997)
L. Branch Harding IV (1998)
Estelle Katz (1997)
Stephen Lacker (1997)
Virginia LaPlante (1997)
Fred Lebow (1999)
Nancy Madden (1997)
Mark Manin (1998)
Shaari S. Mittel (1997)
Sergio Modigliani (1999)
Charles Moo (1998)

ADVISORY COMMITTEE (CONT'D)

Ab Sadeghi-Nejad (1999)
Thomas Oleson (1999)
Stanley L. Spiegel (1998)
Jean Stringham (1998)
Richard Suter (1997)
Susan Williams (1998)

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Jean D. Berg, Chair (1999)
David Feingold (1997)
Stephen B. Goldenberg (1997)
Michael Robbins (1998)
Martin R. Rosenthal (1997)
Robert M. Stein (1998)

Boards and Commissions Appointed by the Selectmen

ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. J. Jacques Carter, Chair (1999)
Dr. Leonard Bernstein (1997)
Joyce Clifford (1998)
Roberta Gianfortoni (1997)
Elizabeth Hirshom (1999)
Laurie Malcolm (1998)

ASSESSORS

George F. Moody, Chair (1998)
George F. McNeilly (1997)
Harold Peterson (1999)

BOARD OF APPEALS

Kenneth Hoffman, Chair (1998)
Diane Gordon (1999)
Bailey Silbert (1997)

ASSOCIATE MEMBERS

Lewis C. Cohen (1999)
Lawrence E. Kaplan (1997)
Harry Miller (1999)
Stanley Rabinovitz (1997)

BOARD OF EXAMINERS

Israel Katz, Chair (1998)
Barnett Berliner (1996)
1 Vacancy

BROOKLINE ACCESS TELEVISION

Arlene Mattison, Chair (1997)
Karen Chase, Director
Judith Diamond (1997)
Carol MacBain (1999)
Sue Raemer (1998)
W. Dann Robinson (1997)
Robert Schroder (1998)
3 Vacancies

BUILDING COMMISSION

Charles Howard, Chair (1997)
Ellen Goldman (1997)
Gordon Hurwitz (1998)
John D. Lojek (1998)
Louis Wilgoren (1999)

CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, Chair
Francine Berger

CABLE TV MONITORING COMMITTEE (CONT'D)

Michael Carris
Bill Chuck
Edwin C. Hamada
Ben Kaplan
David Kunen
Barbara Mitchell
Jerrold Oppenheim
Michael Selib
Evvy Titleman

CELEBRATIONS COMMITTEE

Bernard J. Belcastro
Maureen Carter
Kenneth Carter
Deborah Cohen
Polly Cornblath
Luster T. Delany
A. Thomas DeMaio
Jeanette Doetsch
John G. Harris, Jr.
Richard J. Kelliher
Robert Lynch
Chou Chou Merrill
Michael W. Merrill
James Nickerson
William Riley
Peter Scott
Ronny Sydney
Barbara Tynan
Gwen Walker
Paul Willis

COMMISSION FOR THE DISABLED

Joan Crowley, Chair (1997)
Jane Kahn Alper (1999)
Bernard Gollis (1998)
Barbara Gopen (1999)
Gilbert R. Hoy, Jr. (1999)
Melvin Ritter (1998)
Robert Sneirson (1998)

ASSOCIATE MEMBERS
James Kinsellagh (1999)
Linda Zack (1997)

COMMISSION ON THE STATUS OF WOMEN

Janice Kahn-Edinburg, Chair (1998)
Elsa Diaz-Alonso (1999)
Lisa Madeleine Cukier (1998)
Susan Englander (1998)
David A. Frischling (1998)
Paula H. Noe (1997)
Shelley Richmond (1997)
Ann Sanders (1997)
Elinor L. Scholl (1999)
Joan Sokoloff (1997)
Ronny M. Sydney
Betty Yee (1999)
Jennifer Dopazo

CONSERVATION COMMISSION

Betsy Shure Gross, Chair (1998)
Joan Fried, Vice Chair (1997)
Stephen Burrington (1998)
Marian Lazar (1997)
Werner Lohe (1999)
Barbara Mackey (1999)
Joanna Wexler (1997)

ASSOCIATE MEMBERS

Anne Berlin
Hugh Mattison

COUNCIL FOR THE ARTS AND HUMANITIES

Sharon Breitbart-Frischling, Co-Chair
Joyce Tyler, Co-Chair
Myrna Balk
Claudine Bing
David Browder
Robert Ceely
Harry Cooper
Mary Ann Gowan
Carolyn Grimes
Nena Gulati
Margaret Mays
Elizabeth Michelman
Kerry O'Donnell
Emily Raymer
A.E. Ryan
Sandra Smith
Mona Thaler
3 Vacancies

COUNCIL ON AGING

Harold Jennings, Chair
Rita Hamburg
Elizabeth Kirsten
Murray Leeds

COUNCIL ON AGING (CONT'D)

Agnes Rogers
Evelyn Roll
Bernice Rosenbaum
Sally Rotman
Miriam Saragon
Milton Wolf

ECONOMIC DEVELOPMENT ADVISORY BOARD

Thomas Nally, Co-Chair (1998)
Robert I. Sperber, Co-Chair (1998)
Miceal Chamberlain (1999)
Donna Cohen Fisher (1997)
Debra Hall (1999)
Joan Millman (1998)
Paul Saner (1997)
Melvin R. Shuman (1997)
Amy VanDoren (1997)
Donald A. Warner (1998)
Jill Weber (1999)
Donald R. Zagoren (1999)

HOLOCAUST MEMORIAL COMMITTEE

Regina Barshak, Co-Chair
Leon Satenstein, Co-Chair
Christopher J. Crowley
Barbara Helfgott-Hyett
Benjamin Jacobs
Mimi Krant
Evelyn Mordechai
Reizel Polak
Joan Sax
Ronny Sydney
Benjamin Varon

HOUSING ADVISORY BOARD

Roger Blood, Chair (1997)
Richard Benka (1998)
Rufus Phillips (1999)
Valerie Zimber (1999)

HUMAN RELATIONS/YOUTH RESOURCES

Ruth Flaherty, Chair (1998)
Harold Koritz, Vice Chair (1997)
Sandra Bakalar (1999)
Assunta Cha (1999)
Reverend George Chapman (1997)
Alan Cohen (1998)
Leslie Fabian (1998)
Ellen Goodman (1998)
Susan Howards (1998)
Rabbi Rachmiel Liberman (1997)
Carolyne Devore Parks (1999)
Agnes Rogers (1999)

HUMAN RELATIONS/YOUTH RESOURCES (CONT'D)

Peter Scott (1997)
Wendy Warring (1997)
Dr. Claire Weiss (1998)

PARK AND RECREATION COMMISSION

John Bain, Chair (1998)
Robert Allen (1997)
Michael Berger (1999)
Daniel F. Ford (1999)
Nancy O'Connor (1999)
Wallis Wickham Raemer (1998)
Gerard J. Walsh (1997)

PERSONNEL BOARD

James E. Cockfield, Chair (1998)
Patricia Correa (1997)
Frances Shedd-Fisher (1998)
Kenneth Kurnos (1999)
Jacqueline Young (1997)

PLANNING BOARD

Robert H. De Vries, Chair (1998)
Dixon Bain (2000)
Kenneth M. Goldstein (1999)
Jerry Kampler (2001)
Mark Zarrillo (1997)

PRESERVATION COMMISSION

Patricia Libby, Chair (1998)
Maurice Childs (1999)
Ruth Dorfman (1997)
Sheri Flagler (1997)
Chobee Hoy (1999)
June Richardson (1998)
Dr. Judith Selwyn (1997)

ASSOCIATE MEMBERS

Dennis DeWitt (1998)
Wendy Ecker (1997)
David England (1998)
Dr. Gary Gross (1997)
Nancy Yetman (1997)

REGISTRARS OF VOTERS

Robert J. Wong, Chair (1999)
Linda Golburgh (1997)
Franklin Kartun (1997)

RETIREMENT BOARD

Fred A. Taub, Chair (2000)
Harvey J. Beth (2000)
Joseph P. Duffy (1997)
Judith Haupin (1999)
James Riley (1999)

SOLID WASTE ADVISORY BOARD

Roberta Schnoor, Chair (1997)
Lee Cooke-Childs (1999)
Michele Davis (1999)
D. Randolph Meiklejohn (1998)
Celeste Moore (1998)
Andrew Raemer (1997)
Anthony White (1997)

TRANSPORTATION BOARD

William Schwartz, Chair (1998)
George Johnson, Vice Chair (1997)
Linda Dean (1997)
Fred Levitan (1999)
Sergiu Luchian (1999)
Robert Shortsleeve (1997)

TREE PLANTING COMMITTEE

Hugh Mattison, Chair (1997)
Corliss Engle (1998)
Philip Hresko (1999)

TRUSTEES OF WALNUT HILL CEMETERY

Mary Harris, Chair (1997)
Dorothy Baldini (1997)
Katharine Begien (1999)
Abbe Cohen (1999)
Donald Hingston (1998)
Alfred Palladino (1998)

Miscellaneous Appointments

AGENT FOR MANAGEMENT OF REAL ESTATE

John T. Mulhane

CIVIL DEFENSE DIRECTOR

Robert D. English

DOG OFFICER

John King

FENCE VIEWER

Mary Hunter

INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

INSPECTOR OF PETROLEUM

Robert D. English

INSPECTOR OF WIRES
Theodore Steverman

KEEPER OF THE LOCK-UP
Daniel C. O'Leary

LOCAL MOTH SUPERINTENDENT OF
INSECT PEST CONTROL
Dr. Herbert S. Carlin

RIGHT TO KNOW COORDINATOR
Gerard J. Hayes

WEIGHERS OF COAL
Augustine Signore

Senior Manager Appointments

BOARD OF SELECTMEN'S OFFICE
Richard J. Kelliher, Town Administrator
Brian F. Sullivan, Deputy Town Administrator
Robin E. Coyne, Assistant Town Administrator

PERSONNEL DIRECTOR
Gerard J. Hayes

BUILDING DEPARTMENT
James Nickerson, Commissioner
Charles Simmons, Director of Public Buildings

PLANNING DIRECTOR
John E. Woodward, Jr.

COUNCIL ON AGING DIRECTOR
Arlene Stern

POLICE CHIEF
Daniel C. O'Leary

ECONOMIC DEVELOPMENT OFFICER
Amy Schectman

PUBLIC WORKS DEPARTMENT
A. Thomas DeMaio, Commissioner
Peter Ditto, Town Engineer
John G. Harris, Jr., Director of Engineering & Transportation
Andrew Pappastergion, Director of Water & Sewer
Peter Sellers, Director of Highway
Paul R. Willis, Director of Parks/Forestry/Cemetery

FINANCE DIRECTOR
Harvey J. Beth, Director of Finance/Treasurer/Collector
Edward F. Clasby, Chief Procurement Officer
Judith A. Haupin, Comptroller
George F. Moody, Chief Assessor
Jon Snodgrass, Information Services Director

RECREATION DIRECTOR
Robert T. Lynch

FIRE CHIEF
Robert D. English

SUPERINTENDENT OF SCHOOLS
James F. Walsh

HEALTH AND HUMAN SERVICES DIRECTOR
Dr. Alan Balsam

TOWN COUNSEL'S OFFICE
David L. Turner, Town Counsel
George F. Driscoll, Associate Town Counsel
Joslin Ham, Associate Town Counsel
Jennifer Dopazo, Assistant Town Counsel

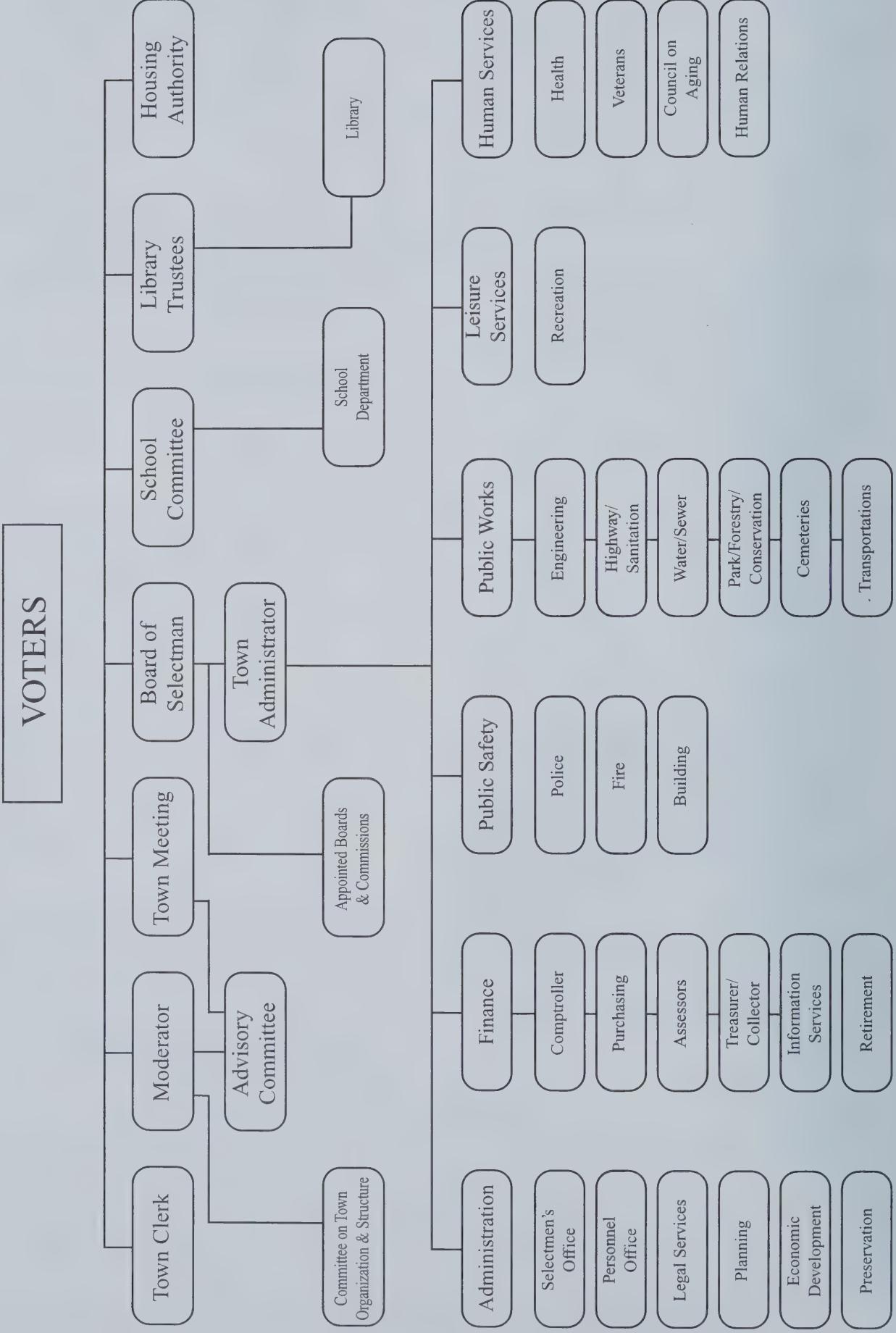
HUMAN RELATIONS/YOUTH RESOURCES
DIRECTOR
C. Stephen Bressler

VETERANS' SERVICES DIRECTOR
Bernard J. Belcastro

TOWN LIBRARIAN
James C. Flaherty

TOWN OF BROOKLINE

Organizational Chart



BOARDS/COMMISSIONS APPOINTED BY THE BOARD OF SELECTMEN

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Town Clerk
Board of Appeals	Board of Assessors	Conservation Commission	Brookline Access Television	Advisory Council on Public Health
Board of Examiners	Personnel Board	Solid Waste Advisory Board	Brookline Access Television	Cable TV Monitoring Committee
Building Commission	Registrars of Voters	Transportation Board	Celebrations Committee	Commission for the Disabled
Economic Develop. Advisory Board	Retirement Board	Tree Planting Committee	Council for the Arts and Humanities	Commission on the Status of Women
Housing Advisory Board		Trustees of Walnut Hill Cemetery	Park and Recreation Commission	Council on Aging
Planning Board				Holocaust Memorial Committee
Preservation Commission				Human relations Youth Resources

BOARD OF SELECTMEN

The Board of Selectmen is pleased to report on the activities and progress that occurred during 1996. The Town accomplished virtually all of the goals set for the year and initiated efforts in many new areas reflecting the rapidly changing environment within which local government must operate.

Fiscally, 1996 continued the stability that emerged in the aftermath of the Proposition 2 1/2 Override voted in 1994. Budgeting practices remained faithful to the purposes targeted by the override — staffing for school enrollment; education technology; instructional supplies; building maintenance; capital equipment; and a reduction in the refuse fee. We also adhered to the 5 point Financial Improvement Program adopted subsequent to the acceptance of the FPAC Report; to the Capital Improvement policies guiding the CIP; and to the policies covering budgetary reserves and the use of "free cash".

Once again, the Town's efforts were recognized by a second consecutive Aaa credit rating from Moody's Investors' Service. Brookline is one of only nine Massachusetts municipalities with Aaa designation.

As part of the FY97 Budget we, as a Board, adopted nineteen separate performance objectives to guide our work for the year. We have either accomplished or have made substantial progress in each. Some very specific goals have been reached such as the installation of E911; the institution of a management pay plan; and the establishment of a housing transition assistance program. Many of our objectives, however, represent milestones along the way in the pursuit of long-standing townwide goals. We welcome the opportunity to provide a detailed update on these matters as part of the 1996 Annual Report.



Brookline's Town Administrator and Board of Selectmen

FY97 Budget Performance Objectives

- To maintain the Aaa credit rating through continued emphasis on the long-range financial projections and on the capital improvements program as a fiscally sound planning process.
- To assess preliminarily the need for strategic planning through consultation with Town boards/committees/commissions, and civic organizations.
- In the area of facilities improvements/maintenance, to complete the capital needs assessment by June 1996 and the Kendall Street Garage/Sewall School reuse study by May 1996; and to ensure that all projects, including the Public Works Garage, the Senior Center, Beacon Street improvements, and most importantly the High School, progress on schedule, within budget, and with the least amount of disruption possible.
- To work with representatives of the Open Space Committee and appropriate Town departments to review maintenance requirements for town active and passive recreation areas.
- To enhance the Financial Plan by incorporating more performance-based measurable objectives and outcome indicators, and to include at least two such indicators for each Town budget.
- To work with the Computer Advisory Committee to implement the new financial management system by July 1, 1996.
- To work with the Economic Development Officer to continue to facilitate appropriate development, develop a strategic economic development plan and strengthen commercial areas.
- To expand the Town's PILOT program and to seek at least two new initiatives, in the possible areas of finance, or training/development, or recreation.
- To ensure that the FY97 revaluation is as timely and accurate as possible and to reduce the number of abatement requests by at least 15 percent from the previous revaluation.
- To finalize implementation of an Enhanced 911 System by March 27, 1996.
- To work with the School Committee to conduct a comprehensive review of the special education program and develop cost controls, so as to moderate the rate of growth of the program.
- To continue negotiations to achieve a favorable cable television contract up to six months prior to the June 30, 1997 expiration date.
- To work with the Town's legislative delegation, with particular emphasis on securing school building assistance funding.
- To work with the Moderator's Committee to develop an affordable housing strategy and to provide resources to counsel and assist rent control tenants, particularly the elderly, who are losing their rent control protection.
- To begin to implement the recommendations of the Americans with Disabilities (ADA) Transition Team.
- To work with the Personnel Director and Board to pre-

pare the Town's management agenda for the next round of contract negotiations by January 1, 1997.

- To work with the Personnel Department to establish targets and strategies for reducing absenteeism in each department.
- To implement a revised classification and compensation plan for exempt employees prior to July 1, 1996 and to implement the revised department head performance appraisal program with the initial performance plans to be completed by March 31.
- To work with the Personnel Director to assess whether a comprehensive review of the Town's workers' compensation case management procedures and practices is warranted.

High School Renovation Project

The single most significant effort of the Town government continues to be the \$43.8 million renovation of Brookline High School, approved by the voters as a Proposition 2 1/2 debt exclusion in December 1995. Considerable and quite favorable progress has been made during the past year. Under the leadership of the Project Oversight Committee the year concluded with the receipt of construction bids that were well within budget. In addition, because of change in State law, the anticipated tax impacts did not materialize. The Town can defer principal payments for five years, a period anticipated to be long enough to coincide with the eventual schedule of State reimbursement for 61% of the project cost.

The Project Oversight Committee members are:

Chuck Howard, Building Commission Chairperson
Nancy Heller, School Committee, Chairperson
Joseph Geller, Selectman
James Nickerson, Building Commissioner
James Walsh, School Superintendent
Robert Weintraub, High School Headmaster
Richard Kelliher, Town Administrator

The Project Architect, Finegold Alexander; the Construction Manager, Gilbane Company; and Project Administrator Tony Guigli worked with the Oversight Committee through schematics, design development and construction drawings. Seven general contractor bids were received on December 19, 1996, preceded on December 10, 1996 by filed sub-bids for the various building trades. The total bids ranged from a low of \$26 million to \$29 million, all well within the construction estimate of \$30.9 million. The contract was executed on January 21, 1997 with the low bidder TLT Construction of Wakefield Massachusetts.

The low bid allowed the POC to recommend the expansion of certain features of the project scope which had been curtailed during the estimating process. The Project Oversight Committee was also able to recommend replen-

ishing the project reserve, which had been drawn down during design, and increasing of the construction contingency from 10% to 20%. The Building Commission, School Committee and Board of Selectmen all approved the POC recommendations to add \$914,850 to the project contingency and \$3,905,800 to scope additions and the construction contingency.

Revaluation

The Board of Assessors is responsible for the revaluation of all property in the Town every three years. Accurate assessments ensure that all property owners are responsible for their fair share of the tax levy. For the FY97 revaluation, the Assessors' focus, in addition to generating accurate values, was to enhance public information and customer service.

At the recommendation of the Assessing Practices and Procedures Committee, the Assessors continued to hold individual hearings with property owners prior to finalizing values. Detailed information was sent to all property owners. In addition, property owners were able to review the Assessors' records for all property in the Town using seven public access terminals conveniently located at Town Hall and the Main Library. (This same data is now available over the Internet under the Town's Home Page.)

By increasing access to comparative data and assessment criteria, the Assessors were able to address many questions and concerns without the need for more formalized proceedings. The number of preliminary hearings, also called impact hearings, was the lowest the Town has ever experienced. There was also a significant reduction in the number of abatement applications from previous revaluation years, a 43% reduction from 1994 and a 68% reduction from 1991.

The FY97 revaluation was also completed earlier than in previous years. Tax bills were mailed thirteen days earlier than in FY96. This enabled taxpayers to qualify for an additional 1996 tax deduction and increased interest income for the Town.

Highway Garage

After more than 10 years of planning, environmental testing, and community deliberations, the 1996 Annual Town Meeting approved a bond authorization for the replacement of the century old Kendall Street Highway Garage with a new Municipal Center adjacent to the Putterham Municipal Golf Course on Hammond Street. Town Meeting on May 28, 1996 approved at \$7.1 million bond authorization by a vote of 175-36 to construct the new facility and to conduct environmental remediation of the former incinerator site on which it will be built.

As with the High School Project, bids were within cost estimates developed in the plans and specifications, prepared by Keyes Associates of Waltham, MA. The contract was awarded to the low bidder J. Slotnik Company of Newton on September 17, 1996. The President of the

Slotnik Company, Joseph Michelson, is the son of George Michelson, a member of the Brookline Building Commission from 1954 to 1972.

The Municipal Service Center project is administered by an oversight group involving, Selectman Thomas Hennessey, Building Commission member Louis Wilgoren, DPW Commissioner A. Thomas DeMaio, and Town Engineer Peter Ditto.

The New Municipal Service Center will be located on the 4.7 acre site at 870 Hammond Street formerly the location of the "Old Incinerator Site". The building will be a masonry (brick) structure with a two story vehicle maintenance storage wing and a three story administrative wing totaling 72,676 square feet in area. It will be located in the rear of the site with the nearest point being 400 feet, more or less, from Hammond Street. The building will house the Highway and Sanitation Divisions of the Department of Public Works and will be staffed 24 hours per day. The front and right sides of the site will be screened with fencing and extensive landscaping. Above ground, state of the art, fuel storage tanks will be installed to fuel Town vehicles. Parking spaces for 85 vehicles will be provided throughout the site. Occupancy is expected by late 1997.

Economic Development

Progress in economic development was again among the Town's top priorities. A Special Town Meeting was held on March 26, 1996 to consider specific development proposals. This was the first Special Town Meeting ever convened for such a purpose. The conversion of the Longyear Estate to approximately 50 units of luxury housing was approved by a vote of 204-6. Two other development related articles were withdrawn. Subsequent efforts by the developer of the Tully Street project have continued that planning process in a fashion acceptable to the neighborhood such that Town Meeting approval will not be required. If completed, this project will redevelop the area along Rte. 9 in Chestnut Hill behind and including the site of the former Boylston's Restaurant.

The benefits of the Longyear Development will be substantial. First, nearly \$1 million in new tax revenues is expected from a parcel that has been tax exempt for six decades. Second, the historic landscape and structures of the Estate have been preserved. And, third, under the housing set-aside by-law between twelve and twenty units of affordable housing will be provided elsewhere in Town. Construction has been delayed, however, because two abutters filed an appeal of the Zoning Board of Appeals decision in this project.

The grand opening of Goddard House, a 115 unit assisted living development at 165 Chestnut Street was held on January 30, 1997. Like the Longyear Development this facility not only provides revenue to the Town, but also sets aside 15 units for low income residents.

In addition to facilitating appropriate development, our economic development efforts continued to concentrate on strengthening commercial areas. For the second consec-

utive year, the Town was the organizing sponsor of the new Brookline tradition of 1st Light Festival. The Festival is held in November to kick-off the Seasonal shopping season. A Restaurant Appreciation Month was planned, another first for the Town. Efforts continued to attract appropriate new businesses. The Economic Development Advisory Board (EDAB) held a breakfast meeting for commercial brokers to heighten the possibilities for Brookline business districts. EDAB also sponsored a pilot marketing brochure "Coolidge Corner: an Attractive Location for Doing Business", and formulated a market survey involving 100 business owners and 500 residents.

Finally, EDAB continued its efforts in the area of process review. The ongoing effort to analyze and eventually streamline the Town's regulatory requirements began with initial interviews. A much more intensive process to assess housing development possibilities was planned. Two sessions with experts in planning, financing, and building affordable housing were prepared.



1996 Board of Selectmen's Softball Team

Housing Brookline

The conclusion of Rent Control, brought about by the passage of the Statewide referendum Question 9 in November 1994, occurred on December 31, 1996. On that date rent controls ended for approximately 400 protected tenants, the last of approximately 4,000 persons covered when Question 9 was adopted.

In anticipation of this final phase effecting low income and/or elderly tenants, the 1996 Special Fall Town Meeting adopted a Transition Assistance program to aid those who might have to relocate. In addition, Town meeting voted acceptance of the Report of the Moderator's Committee on Housing. Taken together, the eight recommendations of the Report have come to be known as "Housing Brookline". Finally, by a vote of 82 in favor and 113 opposed Town Meeting rejected a proposal to create a program of Town funded rental subsidies for tenants losing rent controls.

During the course of the year, the Housing Resource Committee continued coordinating the efforts of the Housing Access Counselor and Council on Aging Housing Counselor. During the course of its work the Housing Resource Committee has become a respected clearing-house for ideas and information on a broad range of transition matters. The Board of Selectmen is deeply grateful

for their work:

Donna Kalikow
Ronny Sydney
Robert Basile
David Frischling
Roger Blood
Thomas Carey
Roger Stern
Betsy DeWitt
David Trietsch
Richard Benka
Fred Levitan
Rufus Phillips
Brian Cloonan
John E. Woodward, Jr.
Bob Leigh
Arlene Stern
Judy Cohn
Lisa Talayco
Richard Kelliher

By year's end, the Outreach Counselors had initiated multiple informational contacts with the entire pool of protected tenants and had actually resolved 174 cases requiring assistance to secure or maintain housing. Assistance took the form of filing applications, negotiating with landlords, relocating both inside and outside Brookline, and coordinating social services where necessary.

Town Meeting provided the Housing Resource Committee and Outreach Counselors with an important new tool when it appropriated \$40,000 to support a Transition Assistance Program. The purpose of the Transition Assistance Program is to provide up to \$2,000 for first and last month rent payments to eligible protected tenants, if relocation is necessary. The program is to be administered by the Brookline Housing Authority with case referrals from the Outreach Counselors.

Immediately after the Town Meeting vote, the Housing Resource Committee developed guidelines for the implementation of the Transition Assistance Program. The guidelines were voted into effect by the Board of Selectmen on December 17, 1996:

- The tenant continues to meet the eligibility requirements of Chapter 272 of the Acts of 1996.
- The value of the tenant's Liquid Resources, when combined with the Liquid Resources of all other persons residing in the same household, are less than \$25,000. Liquid Resources, for the purposes of this calculation, shall have the meaning defined in 20CFR 416.1201(b) and shall include all resources given away or sold for less than fair market value for a period of 24 months from the date of transfer.
- The tenant does not own real property, in Brookline or elsewhere.

- The tenant certifies that there is no available family or third party support.
- The tenant has not previously received relocation assistance from the Town in the form of security deposit, first month's rent or last month's rent. (However, a concurrent application for a Federal HOME-funded security deposit is permitted)
- The tenant has provided documentation supporting his or her eligibility under these standards, and has provided necessary authority for verification of eligibility, including without limitation tax and credit records.
- The tenant may request an initial eligibility determination prior to finding an apartment. Such determination does not guarantee final eligibility nor funding availability.
- The tenant must apply for assistance prior to moving. However, applications will be accepted from tenants who have moved between November 13, 1996 and February 1, 1997.
- A tenant who moves into an apartment outside the Commonwealth of Massachusetts will not be eligible for assistance.
- A tenant who moves into an apartment owned or occupied by a member of his or her family will not be eligible for assistance
- Any sublease must be approved by the property owner.
- A qualified tenant will be eligible for a payment equal to the first month's rent as limited below and will also be eligible for, if there is a lease or a written tenancy-at-will agreement, an additional payment equal to the last month's rent as limited below, if such a payment is required by the landlord.
- The maximum payment for each month's rent shall not exceed the lesser of: (1) the maximum Section 8 Fair Market Rent for that locality and appropriate apartment size; or (2) the rent for a comparable apartment of appropriate size in that locality. "Appropriate apartment size" shall be determined using HUD standards.
- If a tenant moves into a government subsidized unit (including a Section 8 certificate or voucher subsidy), the payment will be no greater than the tenant's share of the rent.
- If a tenant has an income over 50% of the median income as currently established by HUD and has Liquid Resources as defined in #2 above in excess of \$15,000, the maximum payments as calculated above shall be reduced 5% for each \$1,000 of Liquid Resources over \$15,000, up to the maximum allowable value of \$25,000 stated in #2 above.
- A qualified tenant will be eligible for a payment for a security deposit (not to exceed one month's rent) only if the tenant is ineligible for a Federal HOME-funded security deposit. A security deposit under this program is subject to all of the limits stated above for each month's rent.
- The maximum assistance to a tenant under this program shall not exceed \$2,000.
- Payments are to be considered grants. Any interest accrued on a last month's rent payment or a security deposit shall go to the tenant. However, any payments received because of fraudulent information provided by the tenant shall be repaid by the tenant forthwith.

Beyond the transition from rent control, the Moderator's Committee on Housing presented a long term strategy, known as "Housing Brookline," for providing permanent affordable housing in the Town. The Committee formulated specific recommendations with the objectives of (i) establishing affordable housing as one of the Town's "top priorities"; (ii) refocusing existing resources to leverage additional intergovernmental and private investment to address this top priority, (iii) and having the Town set a specific, public goal for the creation and maintenance of affordable housing.

The Committee members were:

Co-Chairs	David Trietsch Pamela Goodman
Members	Judy Allard Dixon Bain John Clancy Rachel Goodman Jay Woodward
Staff	Bob Leigh

As soon as possible after the Town Meeting endorsement of "Housing Brookline", the Board of Selectmen consulted with the Housing Advisory Board, Economic Development Advisory Board and Planning Board to coordinate specific follow-up responsibilities for the eight recommendations.

The implementation of the recommendations is to proceed as follows:

1. Housing Advisory Board (HAB)

Town Meeting voted to change the composition of the membership of the HAB by replacing the Rent Control Board representative with a low/moderate tenant representative. The Selectmen have initiated this transition.

2. Housing Development Officer

The Board of Selectmen have begun to explore a variety of options to establish a greater housing development capacity within the Town government. The broad outline of an approach is expected to be presented for the 1997 Annual Town Meeting. The Town Administrator has set aside resources for this purpose in the proposed FY1998 budget.

3. Inclusionary Housing Section 4.40 of the Zoning By-Law — Administrative Guidelines

The Housing Advisory Board has agreed to review this item with participation by the Economic Development Advisory Board. A public hearing will be considered as part of the process.

4. HAB Review of Existing Zoning Incentives.

This is to be a three way effort with HAB joined by EDAB and the Planning Board.

5. Targeting the Town's Existing Housing Programs to Support Permanent Affordable Housing.

An interim report to the 1998 Annual Town Meeting to be prepared by the HAB with quantitative goals, appropriate definitions, and general priorities.

6. Expiring Use Properties

The mortgages on six developments with 805 units below market rent will be expiring. This will likely cause a reduction in the number of affordable units. Discussion with property owners and other efforts will be pursued in devising a strategy.

7. Town-Owned Property Should be Evaluated for Housing or Mixed Use Development Prior to Disposition.

The Economic Development Advisory Board and HAB will take lead roles in this regard.

8. Ease the Transition from Rent Control for Protected Tenants.

This has been addressed through the "Transition Assistance Program."

Cable Television License Renewal

In 1995 the Board of Selectmen created a special Cable Television Coordinating Committee to bring a unified Town approach to the license renewal process. The existing 15

year license with Cablevision expires on June 30, 1997. The Committee members are: Thomas Hennessey, Gilbert Hoy, Tobe Berkovitz, Judy Diamond, C. Stephen Bressler, Claire Jackson, David L. Turner, Edward F. Clasby, Judy Diamond, Michael Merrill, Peter Epstein, and Richard Kelliher.

During the past year the Committee's work proceeded in earnest. The Committee held a second public hearing, and in conjunction with a public opinion survey, formulated a Request for Proposals in accordance with State and Federal regulations. The RFP was issued on July 9, 1996 and a proposal was received from Cablevision on September 17, 1996.

A negotiating team of the Committee was created to hammer out the renewal with Cablevision officials. Unfortunately, within the four month period allowed by regulation, an agreement could not be reached. On January 7, 1997 the Board of Selectmen voted a "preliminary denial" of the license. Subsequent to the denial the Board of Selectmen authorized the Coordinating Committee to proceed on two parallel tracks. One involved taking the steps necessary to conduct the proceedings required prior to issuing a final denial. The other was to keep an open door to informal negotiations for the possibility of avoiding a deadlock. As of the preparation of this Report the matter remains unresolved.

Utility Deregulation

With the passage of the National Energy Policy Act, the decision of the Massachusetts DPU to restructure the utility industry beginning January 1, 1998, and with the introduction of technology to make "unbundling" possible, the Board of Selectmen decided to move quickly into the process of utility deregulation. In April 1996, the Board of Selectmen was briefed by David O'Connor, the Commissioner of the State Division of Energy Resources. Mr. O'Connor is the lead official of the Governor's office in the deregulation effort.

After Commissioner O'Connor provided the Board with an overview of the timetable and process for utility restructuring, the Board of Selectmen decided to establish a special Utility Deregulation Committee to guide the Town's efforts. This Committee is a mix of Town officials and citizen experts in the energy industry. The members are:

Donna Kalikow
Kenneth Barna
Steve Cowell
Willie Osborne
Mitchell Rosenberg
Steve Rothstein
Ed Clasby
Jim Nickerson
Tom DeMaio
Brian Sullivan
Richard Kelliher

The Committee convened in July to begin the process of information sharing and assessing Town needs/capabilities. In September, the group met with Boston Edison's Vice President in charge of restructuring to discuss the feasibility of a municipal Pilot Program with the Towns of Brookline and Needham and the City of Newton. Ultimately BECO determined that it would not participate in pilots of any type with any group. Also, during this initial phase the Committee had begun to assess the legislative and regulatory issues surrounding restructuring and had consistent Town representation in the Utility Restructuring Committee of the Massachusetts Municipal Association.

In the aftermath of BECO's reluctance to enter into a Pilot and with greater understanding of the complexity of the issues involved, the Committee turned its focus to the narrow issue of how the Town government could best position itself to take advantage of potential cost advantages in this new deregulated environment. Ultimately the Committee came to the determination that the Town should move as quickly as possible to prepare itself to actually enter into the power supply market. The primary strategy would be to develop an RFP to secure power as soon as deregulation allowed. This followed the course already set by some such as the John Hancock Company, which recently decided to leave BECO to buy electricity from the Southern Company. The Committee also recommended remaining open to participating in a consortium that might purchase power on behalf of municipalities. This approach was discussed with the Massachusetts Health and Educational Facilities Authority and is being explored with other groups.

To date the Committee has identified eight separate clusters of issues associated with seeking proposals for power. All need to be thoroughly analyzed before an RFP can be prepared by the target date of Summer 1998.

The eight areas entail:

Timing — When to begin; how long a term

Scale of participation — Town facilities alone or load aggregation with local institutions, customers, and residents

Town Load Profile — Preparation of as much detailed information as possible

Clear Definition of Product Desired

Pricing Structure — Sharing of risk, front end discounts, etc.

Bidding issues

Ancillary services for maintenance and management of Town systems

Administrative issues

As the Committee assessed these issues, it became increasingly clear that the Uniform Procurement Statute G.L. c. 30B would place the Town and all other municipalities at a competitive disadvantage in purchasing power in a deregulated market. Local government would be restricted to a fixed low bid without the ability to negotiate. Other major services acquired by the Town such as group

health insurance, ambulance service, sanitation contracts are exempt from G.L.c 30B. The Committee has expended considerable time and effort through the MMA and directly with the Legislature to create a similar exemption for the purchase of power.

Open Space Task Force

Open Space is defined as "a system of public or private properties with landscape attributes that provide the public with environmental services including pollution remediation, climate moderation, noise barriers, wildlife habitat, scenic enjoyment or recreational opportunities".

The Town has always valued its open spaces and their preservation and conservation. Brookline's system of parks and playgrounds are among its most cherished possessions. They include the home and office of America's premier landscape architect, Frederick Law Olmsted, designer of Brookline's "Emerald Necklace," as well as many other parks streets, and neighborhoods. Olmsted's influence has continued to guide the planning and implementation of open space development in the Town for more than a hundred years.

Today the Town has 1,380 acres of open space which represents 31.6% of the Town's land base. Of those total acres, 855.65 acres, or 62%, is unprotected private or public open space; only 524.3 acres, or 12%, of the town's total land base is legally protected open space. In this system, open space includes school yards, conservation areas, parks, playgrounds, landfills, estates, institutional land, farm land, conservation restrictions, streetscapes, golf courses, cemeteries, and vacant parcels.

With increasing pressures and demands on our open spaces due to overuse, development, and limited resources, the Board of Selectmen felt it was timely to re-evaluate the Town's processes and procedures for designing and maintaining our open spaces, including the procedures for prioritizing the allocation of resources to this effort.

In this regard the Board appointed a 16 member Open Space Task Force. The assigned mission statement of the Task Force is as follows:

Assess resources, examine processes and define accountability with respect to open space management in the Town of Brookline;

Examine the Town's capital budgeting process for open space areas with an emphasis on determining return on capital utilized (return to be defined in terms of service expectations);

Evaluate the Town's policies on maintenance needs for our open space areas and the systems used to track those expenditures;

Define the parameters and performance outcome criteria of an Open Space Management Plan for the Town;

Recommend the implementation of the Open Space Management Plan to the Board of Selectmen including any management improvements thereon.

The membership of the Task Force includes the following:

Selectmen

Donna R. Kalikow - Task Force Co-Chair

Park & Recreation Commission

Robert Allen

Michael Berger

Wallis Wickham Raemer

Conservation Commission

Betsy Shure Gross

Barbara Mackey

Preservation Commission

Sheri Flagler

Tree Planting Committee

Corliss Engle

Brookline Greenspace Alliance

Frances Shedd Fisher - Task Force Co-Chair

Mary Dewart

Fred Perry

Citizens

Peter Bronson

Ruth Dorfman

Susan Roberts

Alternates

John Bain

Dan Ford

Gerard Walsh

Joanna Wexler

The Task Force is expected to report back with its recommendations in the Fall of 1997.

Beacon and Harvard Street Improvement Projects

The design tasks of the contract for improvements to Harvard Street/J.F.K. Crossing were completed in 1996. Construction is expected to start May 1, 1997. This project was funded by the Massachusetts Highway Department, as part of their Roadway Improvement Program, and has a value of \$1.5 million. The contractor is J. Marchese & Sons of Everett. The project will result in an area that is pedestrian friendly, achieved by widening sidewalks 2 feet on each side of Harvard Street, clear well-defined pavement markings and traffic signals to control and direct motor vehicles. Amenities will include the addition of accent lighting, benches, trash barrels and plantings, along with a considerable number of new trees, and brick-edging to set off the sidewalk in this important commercial area.

The Beacon Street Safety Improvement Project, which is probably the largest such project in the Town's history, will result in the rebuilding of Beacon Street, from Ayer Road in the Cleveland Circle area, along its full 2 mile length to St. Mary's Street at its easterly junction with Boston. The project will include the rebuilding of existing traffic control signals, plus a new pedestrian signal, a signal prioritization system for the MBTA, a bike lane, pedestrian safety improvements, and roadway streetscape improvements.

At this time, the project has an estimated value of \$5 million, again funded through State Highway Department grants.

During the design effort, the Board of Selectmen convened a Project Advisory Committee made up of representatives of nine boards and commissions, eight citizens, and a representative of the Board of Selectmen. This major design effort is coordinated through the Public Works Department, Engineering Division and by the Harvard Street/Beacon Street Coordinator. We expect plans and specifications to be ready to be submitted in final form to the State Highway Department in November of 1997. Construction is anticipated to begin in the Spring of 1998.



Brookline Commission for the Disabled

Boards and Commissions

Special emphasis was placed last year on encouraging the work of each Town Board and Commission. Steps were taken to strengthen the operations of some. All were encouraged to work even more collaboratively within themselves and, when necessary, among each other. To the extent we can, the Board of Selectmen itself has attempted to provide example by demonstrating a high rate of attendance, maintaining decorum at meetings, and posting a set of long term goals to guide actions beyond meeting agendas.

In 1996, the Board of Selectmen held separate working sessions with different Boards and Commissions. Often these sessions, which were open to the public, took place during the "dinner break" segment of the regular Tuesday Board meeting. The agenda usually consisted of a review of membership status (vacancies, etc.), highlight of current matters before the particular board or commission, and discussion about future issues. The free exchange of ideas in a relatively informal setting has helped not only to enhance communication, but also to foster a greater shared vision about the Town.

Some Boards expressed the need for support in certain areas, particularly staff assistance. Those Boards and Commissions unaffiliated with line departments most often experience this difficulty. In response, the Board of Selectmen took specific steps to address the need. The Commission on the Status of Women was lacking both a staff contact and up-front funding to finance its various self-

supporting functions. Newly appointed Assistant Town Counsel, Jennifer Dopazo was designated to serve as the Commission staff liaison. Her legal background provides a very relevant set of skills for the work of the Commission. In addition, the Board of Selectmen voted to advance \$1,000 to the Commission in a special revolving fund, independent from other Town accounts to sustain the Commission's events such as the film festival and essay contest.

The Commission for the Disabled, too, has been without staff assistance. Health and Human Services Director Alan Balsam will now provide ongoing and more importantly program support. Initially, he will personally attend Commission meetings. Once needs are more fully assessed, he and the Commission may look to graduate students or other means to provide ongoing support.

Finally, the Zoning Board of Appeals, a most independent quasi-judicial body indicated the need for assistance in several areas. Administrative assistance, particularly with regard to meeting records for major cases, was of concern. Again, Assistant Town Counsel Jennifer Dopazo has stepped forward to fill the void. The Town Clerk's Office, Building Department and Planning Department have been most supportive in collaborating with the Zoning Board of Appeals. However, growing case load warrants additional approaches. The Board of Selectmen is especially grateful for the integrity which the Zoning Board of Appeals brings to its work.

The multiple initiatives with the Boards and Commissions culminated with an Elected Officials Forum held on Saturday, October 19, 1996 at Newbury College. The program, which brought together the Board of Selectmen, Advisory Committee, and School Committee, was the first of its kind held in the Town. The program was developed in conjunction with the strategic planning effort initiated by the Brookline League of Women Voters. Two League of Women Voters officers attended the session as observers/participants.

The entire Board of Selectmen, eight members of the School Committee, and 18 members of the Advisory Committee were in attendance, along with the School Superintendent and Town Administrator. The participants began the day with a short quiz about some of the more esoteric aspects of Town Government. (What percentage of the Town budget is supported by the property tax levy?)

Most of the day was then spent on a substantive agenda. The focus items were (i) defining the roles of the respective bodies; (ii) identifying the strengths of each group (iii) discussing future challenges that face the Town; (iv) assessing how each elected group can help each other. This ambitious exercise was not only a first for this Town, but is most likely unique among all Massachusetts cities and towns.

The program was guided by a professional facilitator, Jim Stockard of Stockard, Engler, & Brigham. Mr. Stockard has also facilitated the Department Heads' management seminars. He not only brought a familiarity with Brookline Town Government, but also served as an informational

bridge between the sessions. Among the many challenges identified as facing Brookline the following were consensus points: Structural deficit; Advocating for new revenue sources; Maintaining Town and School Services and the infrastructure by setting priorities; Collective bargaining; Educational mandates/demands; Appropriate economic development; Affordable housing; Maintaining diversity; and Preserving open space.

The participants were asked to evaluate the program. Overwhelmingly they felt that the program served to improve understanding of issues and respective roles, along with enhancing communications. The Chairpersons of the Board, School and Advisory Committees will develop follow up programs for the coming year.



Elected Officials Forum led by Facilitator Jim Stockard

Tom Hennessey Farewell

The Board would like to take this opportunity to express its appreciation to Selectman Tom Hennessey, who will be leaving the Board after having served for six years. Selectman Hennessey has been a Town leader for almost three decades. He served on the Brookline School Committee from 1969 through 1972 and then again, from 1980 to 1986. He was Chair from 1981 to 1983. Selectman Hennessey was first elected to Town Meeting in 1972. He joined the Board of Selectmen in 1991 and served as Chair from 1994 to 1995.

Despite the demands of his position as Principal of Boston High School, Selectman Hennessey has devoted countless hours to serving on numerous ad hoc committees. He has been an active participant, and in many cases, has led committees covering a range of issues including the identification of housing resources for rent control tenants, negotiation of a new cable television contract, residential property assessments, celebrations, labor relations, Parsons Field, public safety, and the AIDS/STD Task Force. This is in addition to committees of seven, convened to monitor building projects including the Municipal Service Garage, Baker School and Library Roof Improvements, Fire Alarm and Safety Systems at the High School, the Larz Anderson Warming Hut, and the Coolidge Corner Library Roof.

One of the most important responsibilities of a Selectman is the appointment of department heads and

managers. Selectman Hennessey served on the screening committees that led to the appointment of Town Administrator Richard Kelliher, Librarian Chuck Flaherty



Selectman Thomas P. Hennessey

and Police Chief Daniel O'Leary. Other appointments made by the Board during this time included Health and Human Services Director Alan Balsam, Finance Director Harvey Beth, Public Works Commissioner Tom DeMaio, Comptroller Judy Haupin, Recreation Director Robert Lynch, Chief Assessor George Moody, Economic Development Officer Amy Schectman, and Information Services Director Jon Snodgrass.

Those of us who have served with Selectman Hennessey in Town government will miss his straight forward style, enthusiasm and sense of humor. His keen insight and leadership abilities made him an asset to whatever issue he was dealing with, whether it be a technical matter like the cable contract or responding to the needs of rent control tenants. Regardless of the issue, Selectman Hennessey has always been a true advocate for the citizens of Brookline. The Board wishes him well and hopes that he will continue to play an active role in Town affairs.

CONCLUSION

Finally, we are pleased to report that we have reappointed Town Administrator Richard J. Kelliher to another three year term, effective July 1, 1997. We view this reappointment as an endorsement of the entire management team of Department Heads, mid-managers, and administrative staff. The Board looks forward to their continued creativity and commitment in the performance of their duties on behalf of the Town.

TOWN ADMINISTRATOR

After just a few hours of heavy rain during the morning of Sunday, October 20, 1996, I was surprised to find Leverett Pond overflowing about 10:30 a.m. blocking my passage along Riverdale Parkway. By late afternoon over 100 Town emergency personnel would be frantically engaged in saving Town buildings, pumping residential cellars, and fighting the collapse of a 18 inch sewer main on Chestnut Street. That morning little did I know that the Town was on the verge of experiencing the worst weather damage since Hurricane Carol and Diane in 1954 and 1955. When the waters finally receded, well over \$1 million in Town property damage was identified. Private property damage was at similar levels and the Riverside branch of the MBTA Green Line was disabled. In response a Federal Disaster was declared by the President.

When conditions are at their worst, local government is most often at its best. DPW crews, Building staff, firefighters, police officers, and support personnel worked tirelessly to protect property and minimize suffering. The ingenuity of Building Department craftsmen in constructing a temporary egress avoided the midnight evacuation of many elderly tenants from a 150 unit apartment building whose in-ground lobby was under five feet of water. Anyone who witnessed the abysmally flooded conditions at the Lawrence School that Sunday night could not have reasonably expected that the School would be open the next day — but it was.

The Town was prepared to respond to this disaster. Adequate resources have been provided for emergency management; personnel are experienced and trained for crisis response; and sound fiscal policies have created reserves to absorb such contingencies until intergovernmental and insurance funds can be secured.

As Town Administrator I often have to communicate Town business in the clinical parlance of budgets, labor relations, and administrative policy. I do so knowing that these are the essential means to the all-important end of effective service delivery. Most Town services are provided in the relative quiet of a library transaction, code inspection, voter registration, or the like. Sometimes they occur during the tumult of crisis response. Either way, fiscal policies and management practices provide the indispensable framework for the delivery of vital services.

During 1996 we continued to concentrate on organizational development and fiscal policies which not only allowed for effective emergency management on October 20, but also supported quality services every other day of the year. I continue to be impressed with the responsiveness of all Department Heads to our organizational and fiscal initiatives and note their leadership in turn in applying these concepts to their own agencies. Their endeavors, and those of all Town employees, are essential to the level of services provided to the entire community.



Town Administrator Richard J. Kelliher and the other members of the Brookline Management Team

ORGANIZATIONAL DEVELOPMENT

Partnership With Boston Management Consortium - Two years ago we initiated a professional development program with the twin objectives of enhancing individual management skills and of imbuing the entire administration with a greater sense of management team. The key to sustaining this effort over the long term is securing the professional resources that a municipality of our size would not typically maintain for these purposes.

The non-profit Boston Management Consortium (BMC) is a unique public-private partnership involving 140 corporate members who had come together to provide management expertise and training to the administration of Boston City government. We approached the Boston Management Consortium with the concept of making its services available beyond the City boundary to the Town of Brookline. In early 1996 the BMC Board of Directors authorized its staff to explore a relationship with Brookline, provided that the Town could identify new financial support to leverage BMC member resources.

The Town and BMC jointly approached Harvard Pilgrim Health Care, whose corporate headquarters are in Brookline. Prior to the merger of Pilgrim Health Care with Harvard Community Health Plan (HPC), Pilgrim had been a long-standing member of the BMC. Through its BMC membership HPHC has agreed to contribute up to \$17,000 a year for each of three years to sponsor Brookline programs. A substantial portion of the funding will come from the Harvard Pilgrim Healthcare Foundation and will be directed to health and human service initiatives. The initial effort in this regard is for the support of the Domestic Violence Roundtable in organizing future initiatives involving Town departments, community based agencies, police, and the courts.

Central to the Brookline/BMC/HPC partnership will be a four part professional development program. A committee of department heads is working with BMC staff to ensure that the program is geared to the specific needs of our group. The Committee Members are: Town Clerk, Patrick Ward; Council on Aging Director, Arlene Stern; Finance Director, Harvey Beth; Fire Chief, Robert English; Water/Sewer Director, Andrew Pappastergion; Assistant Superintendent of Schools, Peter Rowe; Assistant Town Administrator, Robin Coyne; and Personnel Director, Gerry Hayes.

The four components of the program entail (i) continuing the Annual Management Seminar started in 1995; (ii) establishing an informal, periodic "speaker series"; (iii) opening up participation for Brookline administrators in the internal training programs available from BMC member corporations; (iv) considering the creation of an awards or recognition program for excellence within Brookline Town departments. A formal needs assessment will be conducted to determine to what extent these four program elements will be pursued.

Second Annual Management Seminar - The second Department Heads Management Seminar was held on September 25, 1996 at Pine Manor College. We are once again most grateful to Pine Manor for making its facilities available to us.

As was the case in the prior year, the program was facilitated by Jim Stockard of Stockard, Engler, and Brigham. Mr. Stockard took the group through a series of priority setting exercises and budget allocation case studies. The meeting was opened by a keynote address from Peter Meade, Executive Vice President of Government and Corporate Affairs for Blue Cross/Blue Shield of Massachusetts.

After a morning-long priority setting exercise, the Department Heads were divided into five sub-groups to work through a budget allocation exercise focusing on capital improvements; collective bargaining; housing; environment/open space; and special education. Each sub-group was forced through the sometimes uncomfortable process of deciding how the town's limited resources would be allocated to these priority areas.

The program was evaluated by the participants with the following results (Excellent 4; Good 3; Fair 2; Poor 1):

<u>Evaluated Item</u>	<u>Score</u>
Priority Setting	3.42
Implementation of Priorities	3.40
Facility	3.85
Format	3.30
Facilitator	3.75
Opening Address	3.05



Management Seminar held at Pine Manor College

Speaker Series From time to time we hope to have speakers meet with the management team to discuss connections between local government and our larger environment. The first speaker scheduled for this purpose was Brookline native and Bank of Boston Executive Director of External Affairs, Ira Jackson. Mr. Jackson addressed us in

an informal session at Town Hall. He linked the regional and international forces influencing our economy with our responsibilities as municipal managers.

Mr. Jackson described the extent of economic collapse experienced in the late 80's and how the region has rebounded since. Of the 600,000 jobs lost to the state, 400,000 have been re-established. While more consolidation is expected in higher education and health care, full restoration of lost jobs is anticipated prior to the year 2004.

The recovery has been based upon cautious, but resolute fiscal management, steering through several discernible macro-trends: globalization; the proliferation of technology; regional organizations counterbalanced by decentralized operations; and change itself as the new status quo. For the banking industry this has meant "going to customers" as evidenced by branches in stores and home banking.

For Town government the macro-trends have a threefold meaning. First, we must benchmark our efforts as extensively as possible. We need to benchmark not only against municipal measures, but also to national and international indicators. Second, our citizen-customers need to be afforded choices wherever possible. And third, as an organization we must "go to school" on technology. The Town must be open to technology in every opportunity that presents itself.

He then identified emerging management trends that seem to be the hallmark of effective organizations closing out this century and succeeding into the next. Mr. Jackson suggested that Brookline Town government must maintain its "focus". This means perhaps doing a more limited number of things, but doing them well. We need to manage for value in a way that is characterized by teamwork and strategic partnering. Resources need to be in line with our mission. Perhaps most important of all, we need to recognize that satisfied customers ultimately result from satisfied employees.

Management Pay Plan On June 18, 1996 the Board of Selectmen adopted a compensation and classification plan for all management positions. This is the first plan of this type formally established by the Town. The plan was recommended by the Town Administrator after a year's work with a special committee of department heads and a report from the MMA Consulting Group, Inc. The Committee members were: Public Works Commissioner, A. Thomas DeMaio; Comptroller, Judith Haupin; Police Chief, Daniel O'Leary; Library Director, Chuck Flaherty; Purchasing Agent, Ed Clasby; and Personnel Director, Gerry Hayes.

The purpose of implementing this plan is to provide a fair and consistent basis for classifying and compensating Town management positions through a systematic procedure of establishing equitable job groupings and equitable pay levels. The process included an objective evaluation of position content, a formal comparison of job value, and the collection of salary data from comparable communities.

Department Heads filled out Position Analysis Questionnaires and were also interviewed on an individual basis. Job descriptions were produced for each position. Throughout the process Department Heads were afforded direct input with the consultant, special committee, and Town Administrator.

The Classification Plan consists of ten grades. Each grade has a salary range which was developed by matching position content and compensation with that of jobs in comparable municipalities in Massachusetts, Connecticut, and New York. The classifications with corresponding FY96 salary ranges are as follows:

			MIN	MAX
M10	Town Administrator		\$93,630	\$107,055
M9	Police Chief Fire Chief Commissioner of Public Works		\$82,131	\$ 93,908
M8	Town Counsel Deputy Town Administrator Director of Finance/ Treasurer/Collector		\$76,758	\$87,764
M7	Building Commissioner		\$71,072	\$ 81,263
M6	Library Director Planning Director Personnel Director Director of Engineering & Transportation Director of Water & Sewer Director of Health & Human Services		\$65,807	\$ 75,244
M5	Director of Highway & Sanitation Chief Procurement Officer Information Services Director Chief Assessor Comptroller		\$60,933	\$ 69,670
M4	Director of COA Director of Public Buildings Director of Park, Forestry,Cemetery Director of Human Relations/Youth Resources Director of Recreation Town Clerk Associate Town Counsel Town Engineer		\$55, 902	\$ 63,918

M3	No Positions Assigned	\$50,820	\$ 58,107
M2	Assistant Town Administrator Assistant Town Counsel Director of Veterans Services	\$46,200	\$ 52,825
M1	No Positions Assigned	\$42,000	\$ 48,022

Performance Objectives/Performance Appraisal The same Department Head Committee that worked with the Town Administrator in the preparation of the Salary Classification Plan also worked on revamping the annual performance appraisal system. The new system places a much greater emphasis on departmental objectives than had been the practice in the past.

The Town Administrator now meets with Department Heads twice a year in this process. The first encounter is to establish an agreed set of performance objectives, tailored to each manager. The second session involves a review of progress toward achieving those objectives with ample opportunity for give and take about departmental operations and individual performance.

The new performance appraisal format was developed after reviewing examples from several Massachusetts municipalities and from other local jurisdictions in the Northeast. It addresses the following five areas:

- Affirmation of Department Mission Statement
- Delineation of "Priority Performance Objectives"
- Formal Incorporation of Annual Performance Objectives from Budget
- Rating of Six Key Performance Factors
- Planning and Organizing
- Personnel Management
- Financial Management
- Customer Service
- Policies and Procedures
- Communications and Coordination
- Steps for Professional Development

In addition to an evaluation discussion, the Department Head is encouraged to provide written comments. Both the Town Administrator and Department Head sign the document in each of the two sessions.

Another significant difference from past practice is that the Director of Finance and the Commissioner of Public Works are conducting the appraisals of Division Heads in their respective areas. The Finance Director evaluates the Comptroller, Assessor, Procurement Officer and Information Services Director. The Commissioner reviews the Highway Director, Water/Sewer Director, Director of Engineering and Transportation, Town Engineer and Director of Parks/Forestry/Cemetery. This realistically reflects the chain of command brought about by the various reorganizations of recent years. It also reduces the

number of appraisals to be performed by the Town Administrator. The amount has been reduced from the highly demanding number of 27 to 18. Eighteen remains quite time consuming and likely will be reduced further in coming years.

DPW Reorganization In line with the effort to bring more clear lines of organization into the Administration, the Board of Selectmen recommended and Town Meeting approved a reorganization within DPW which was enacted by the Legislature as Chapter 487 of the Acts of 1996. This reorganization combined the previously separate positions of Director of Transportation and Director of Engineering into one position.

The position consolidation was facilitated by the fact that both roles had been carried out for many years in an extraordinarily effective manner by one person, Jack Harris. He and the Committee on Town Organization and Structure agreed that two separate job descriptions and separate lines of reporting authority for one person were not realistic.

In addition to creating the single position of Director of Transportation and Engineering the reorganization had two other effects. The Transportation Board continues its independence as a standing board of the Town. Also, the new legislation vests in the Commissioner the authority to appoint DPW Division Heads, subject to the approval of the Town Administrator.

FISCAL POLICIES

The Financial Improvement Program adopted in 1994 by the Board of Selectmen in conjunction with the FPAC report and the Proposition 2 1/2 Override continues to guide the budgetary practices of the Town. The Financial Improvement Program prescribes:

- Strategic Financial Planning
- Improvement of the CIP Process
- Guidelines for Personnel Costs
- Full Cost Accounting
- Provision of Adequate Contingency Funds

In 1996, full cost accounting and funding of contingency reserves followed the pattern of previous years. The operating reserve was set at .75% of revenue and the contingency reserve at an equivalent amount from "free cash". The total 1.5% reserve funding is less than that recommended by FPAC, but has proven adequate thus far. The following three elements of the F.I.P. were utilized for much more than the status quo in 1996.

Strategic Financial Planning The cornerstone of the Town's strategic budgeting process continues to be the long range financial projections. Based upon an analysis of the internal and external factors impacting the town's operations and finances, initial projections were presented

in October to provide as early a start as possible for budget preparation. The most recent projections show that the Town continues to face a substantial deficit position cumulating to \$3 million by FY2002.

Some of the trends and assumptions upon which the FY98-FY02 projections are based are:

Overall revenues from year to year are expected to increase between \$4.2 million and \$5.5 million, or approximately 3.5%. Excluding water and sewer enterprise revenues and taxes and aid related to the High School project, revenues will increase an average of \$3.2 million a year or 2.7%.

The overall tax levy is projected to increase an average of 3.25% a year. Besides the normal 2.5% increase allowed under Proposition 2 1/2, new growth in the tax levy resulting from building and condominium conversions is increased \$500,000 each year. In addition, new growth in the order of \$200,000 to \$300,000 has been factored in each year for various development projects expected to come to fruition. The amount added to the levy for the High School debt exclusion increases from \$675,200 in FY98 to \$2,402,800 in FY2002.

Local receipts, exclusive of water and sewer revenues, are expected to increase between \$150,000 and \$200,000 a year, or between 1.0% and 1.5%. Water and sewer revenues and expenses, which are increased between 3.5% and 8% a year, are driven in large part by the MWRA assessment.

Lottery Aid is increased \$254,461 in FY98, which is the amount recommended in the Governor's budget, and then increased \$150,000 a year through FY2000. FY2000 is the last year of the State's repayment program of diverted lottery funds. Thereafter, increases are projected at \$15,000 a year.

Free Cash, which is used exclusively for the capital improvements program, is expected to decline from \$1,684,019 in FY98 to \$300,000 in FY2002.

Other available funds are expected to remain relatively flat with the exception of parking meter fund increases of \$50,000 in FY99 and FY2000 due to the installation of new parking meters.

The cost of municipal services is projected to increase by approximately \$5 million from FY98-FY2002, or an average of approximately \$1.3 million a year. Of the total increase, over \$3.1 million is attributable to the cost of collective bargaining and steps. The balance, or about \$460,000 per year, is for all other fixed cost increases such as energy, refuse disposal contract, reserve fund, etc. With only one exception, these figures assume level services and do not factor in any increased operating costs for new programs. The one exception is the proposed new Senior Center. Operating costs, estimated at \$150,000, are projected to commence in FY99.

LONG RANGE FINANCIAL PROJECTION FY1998 - FY2002

	FY98 EST	FY99 EST	FY00 EST	FY01 EST	FY02 EST	TOTAL CHANGE FY98-FY02
REVENUES						
Property Taxes	\$87,415,548	\$90,997,869	\$94,315,663	\$97,484,640	\$98,784,624	\$11,368,976
Local Receipts- Other	\$14,330,000	\$14,536,750	\$14,736,230	\$14,888,492	\$15,043,589	\$713,589
-Water & Sewer	\$14,909,322	\$16,034,303	\$16,613,430	\$17,971,943	\$19,022,450	\$4,113,128
Total Local Receipts	\$29,239,322	\$30,571,053	\$31,349,660	\$32,860,435	\$34,066,039	\$4,826,717
State Aid	\$12,244,105	\$12,674,005	\$13,250,116	\$13,405,066	\$15,962,816	\$3,718,711
Free Cash	\$1,684,019	\$1,160,823	\$636,309	\$365,448	\$300,000	(\$1,384,019)
Other Available Funds	\$2,305,485	\$2,365,485	\$2,425,485	\$2,435,485	\$2,445,485	\$140,000
TOTAL REVENUE	\$132,888,579	\$137,769,235	\$141,977,233	\$146,551,074	\$151,558,964	\$18,670,385
EXPENSES						
Municipal Services	\$40,287,883	\$41,991,210	\$43,064,277	\$44,286,434	\$45,530,697	\$5,242,814
School Services	\$39,169,704	\$40,864,704	\$42,593,704	\$44,394,504	\$46,096,504	\$6,926,800
Water Services	\$14,909,322	\$16,034,303	\$16,613,430	\$17,971,943	\$19,022,450	\$4,113,128
Personnel Benefits	\$17,432,300	\$18,274,604	\$19,196,176	\$20,170,149	\$21,200,340	\$3,768,040
Debt Service	\$6,883,232	\$8,126,068	\$8,013,893	\$8,275,758	\$9,235,438	\$2,352,206
Revenue- Financed CIP	\$3,512,887	\$2,687,887	\$2,667,887	\$2,347,887	\$2,262,887	(\$1,250,000)
Non- Appropriated Exp.	\$8,527,924	\$8,724,611	\$8,926,456	\$9,133,594	\$9,346,165	\$818,241
TOTAL EXPENSES	\$130,723,252	\$136,703,387	\$141,075,823	\$146,580,269	\$152,694,481	\$21,971,229
SURPLUS (DEFICIT)- BEFORE COLL BARG & STEPS	\$2,165,327	\$1,065,848	\$901,410	(\$29,195)	(\$1,136,517)	(\$3,380,644)
TOWN SHARE OF SURPLUS BEFORE COLL BARG & STEPS	\$1,133,327	\$452,242	\$553,018	\$224,784	(\$231,292)	(\$1,364,619)
TOWN COLL BARG (2%) & STEPS	(\$1,133,327)	(\$652,067)	(\$800,108)	(\$821,110)	(\$842,532)	\$290,795
TOWN SHARE OF DEFICIT AFTER COLL BARG & STEPS	(\$0)	(\$199,825)	(\$247,090)	(\$596,326)	(\$1,073,825)	(\$1,073,825)
SCHOOL SHARE OF SURPLUS BEFORE COLL BARG & STEPS	\$1,032,000	\$613,606	\$348,393	(\$253,978)	(\$904,224)	(\$1,936,225)
SCHOOL COLL BARG (2%) & STEPS	(\$1,032,000)	(\$1,038,000)	(\$1,059,800)	(\$972,000)	(\$998,810)	\$33,190
SCHOOL SHARE OF DEFICIT AFTER COLL BARG & STEPS	\$0	(\$424,394)	(\$711,407)	(\$1,225,978)	(\$1,903,034)	(\$1,903,035)
TOTAL DEFICIT AFTER COLL BARG (2%) & STEPS	\$0	(\$624,219)	(\$958,496)	(\$1,822,304)	(\$2,976,859)	(\$2,976,859)

The cost of school services is projected to increase by \$6.9 million from FY98 to FY2002, or an average of approximately \$1.7 million a year. Collective bargaining costs and steps account for over \$4 million of the total. The balance of the increase, or \$700,000 a year, is for special education, enrollment and other costs.

Water and sewer service costs are expected to increase by \$4.1 million, or 28%, from FY98 to FY2002. The MWRA assessment accounts for \$3.1 million of this increase. Year to year increases will range from 3.5% to 8%.

Personnel Benefits, which include group health, pensions, group life insurance, workers' compensation, unemployment compensation, medical disabilities and Medicare, are increased by approximately 5% a year.

Debt service figures assume full implementation of the FY98-2003 CIP which includes the Baker School renovation, new Senior Center, Police/Fire Headquarters renovations, Lawrence School renovation, as well as many other significant projects. The debt service amounts comply with the Board's CIP financing policies which require that between 4% and 5% of net revenues be allocated for this purpose.

Revenue financed CIP figures provide for the full implementation of the recommended revenue-financed projects in the FY98-FY2003 CIP. The figures comply with the Board's policies of dedicating between 0.75% and 1.5% of net operating revenues for this purpose. This translates to between \$750,000 and \$1,100,000 a year.

Non-appropriated expenses include State and County assessments, tax abatement overlay reserves, and court judgments. All, with the exception of the tax abatement overlay reserve, are increased by 2.5%.

Commencing in FY98, new collective bargaining agreements must be negotiated with all unions. Cost projections include a 2% wage increase each year, as well as any step rate increases or other benefits including the Police Quinn Bill on the town side. Also factored into the town figures is the termination of the \$100,000 COPS grant in FY99. Costs for personnel step rate increases are projected at \$100,000 for the Town and between \$200,000 and \$250,000 for the schools.

Capital Improvements Program Recognizing the continuing urgent need to address the backlog of major capital projects, CIP preparation proceeded along an accelerated pace in 1996. Initial recommendations were presented to the Board of Selectmen in October, months earlier than the timetable of previous years.

The CIP Financing Policies enable capital planning to get an early start, now ahead of the process of preparing the Financial Plan. The process can work toward a certain tar-

geted number, as opposed to waiting until after operating demands are satisfied. The CIP policies are:

State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.

Capital projects for enterprise operations shall be financed from enterprise revenues solely.

Total net direct debt service and net tax-financed CIP shall be maintained at a level between 5% and 6% of net operating revenues with a target amount of 5.5%.

Net tax-financed capital expenditures shall be maintained at a level between 0.75% and 1.5% of net operating revenues with a target amount of 1.25%.

Net direct debt service shall be maintained at a level between 4% and 5% of net operating revenues with a target amount of 4.25%.

Debt financing shall be reserved for capital projects and expenditures which either cost in excess of \$100,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more.

Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.

Bond maturities shall be maintained so that at least 50% of the outstanding net direct debt (principal) shall mature within 10 years.

Total outstanding debt, less SBA or other reimbursements, shall not exceed 1.5% of the total assessed value of property.

In accordance with the Town's free cash policy, after funding the Town's annual operating reserve fund and any other unforeseen expenses, available free cash shall be used exclusively to supplement the capital budget.

For the purposes of these policies, the following definitions apply:

Net Operating Revenue - Gross revenues, less debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers, nonrecurring special revenue funds, and non-appropriated costs.

Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.

Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers and nonrecurring special revenue funds.

The recommended FY1998-2003 CIP calls for an investment of \$64 million in capital projects. This continues the Town's commitment to reverse the decline of its infrastructure. In just the last five years, over \$100 million has been invested in the CIP. The Town's debt burden will be going from \$10 million to approximately \$100 million. While it is important that we maintain our commitment to the CIP, it is equally important that we remain committed to staying within our CIP financing policies. Despite the unprecedented levels of expenditure on the CIP, there inevitably will be pressure to accelerate and add projects. Given the rapid acceleration in our debt, and given that we will likely have the highest debt burden per capita of the Aaa communities in the State, it is crucial that we continue to maintain fiscal discipline in this process.

Personnel Guidelines Adherence to cost guidelines in labor contract negotiations was again central to overall collective bargaining strategy. A pattern for equitable settlements had been established for contracts covering the 95-97 term. By 1996 all contracts had been settled except police.

Unable to reach a settlement with the Brookline Police Association consistent both with established guidelines and with the pattern negotiated with the other unions, the Town petitioned the Joint Labor Management Committee to take jurisdiction of the case. The JLMC, chaired by former Secretary of Labor John Dunlop was established by the State to resolve impasse in police and fire contract negotiations. This process is unique to public safety negotiations.

The JLMC assigned a mediator who held 8 sessions over a six month period, but was unable to bring the parties to a voluntary settlement. On January 25, 1996 the

JLMC voted to refer the matter to an arbitration panel chaired by James S. Cooper. The panel issued an award that was consistent with the Town's position on wages and group health.

However, to the surprise of all parties, the arbitration award granted an extraordinary increase in education incentive pay. The award in this one area alone was equivalent to an additional wage increase of 2.2% over 2 years.

For years the police union had been seeking the so-called Quinn Bill. G.L.c.41, sec. 108L. The Quinn Bill provides career incentive pay for certain degrees as a percentage premium in addition to base pay — 10% for associates; 20% for bachelors; 25% for masters. The statute calls for state reimbursement of one half the cost for participating municipalities. Brookline had long resisted adoption of the Quinn Bill, not only because of cost, but also because of the State's reluctance in recent years to fund fully its 50% share.

However, the arbitration award directed the Town to pay the equivalent of Quinn Bill cost without the benefit of any reimbursement whatsoever from the State.

Reimbursement can occur only when the local legislative body votes to accept the local option of G.L.c. 41 sec. 108L.

A multi-year analysis showed that a Quinn Bill education incentive schedule, while more costly than the Town program, would cost less (net of State reimbursement) than the arbitration award. Over a ten year period of course, an exact comparison depends upon overall value of settlements and other factors. On November 12, 1996 Town meeting voted to adopt the Quinn Bill effective in the fiscal year beginning, July 1, 1997. The Personnel Board had negotiated certain protections for the Town in the eventuality the State does not fully fund or rescinds the program altogether. In addition, other fringe benefit provisions of the contract were modified to limit the financial application of the Quinn benefit.

FY1998 - FY2003 CAPITAL IMPROVEMENTS PROGRAM (COSTS IN THOUSANDS)

FUNDING SOURCES	FY98	FY99	FY00	FY01	FY02	FY03	TOTAL SIX YEAR COST
GENERAL GOVERNMENT	\$ 3,725	\$ 220	\$ 325	\$ 850	\$ 570	\$ 230	\$ 5,920
PUBLIC SAFETY	\$ 890	\$ 840	\$ 5,875	\$ 425	\$ -	\$ -	\$ 8,030
PUBLIC WORKS	\$ 7,433	\$ 1,458	\$ 2,138	\$ 2,263	\$ 1,513	\$ 1,513	\$ 16,318
WATER & SEWER	\$ 2,590	\$ 400	\$ 3,500	\$ 1,015	\$ 2,180	\$ -	\$ 9,685
TRANSPORTATION	\$ 175	\$ 305	\$ 380	\$ 240	\$ 155	\$ 85	\$ 1,340
PARKS/RECREATION/OPEN SPACE	\$ 1,485	\$ 930	\$ 1,935	\$ 1,010	\$ 635	\$ 1,089	\$ 7,084
* SCHOOLS	\$ 7,585	\$ 920	\$ 750	\$ 1,200	\$ 4,610	\$ 525	\$ 15,590
GRAND TOTAL	\$ 23,883	\$ 5,073	\$ 14,903	\$ 7,003	\$ 9,663	\$ 3,442	\$ 63,967

*DOES NOT INCLUDE THE HIGH SCHOOL PROJECT

CONCLUSION

Several new staff were welcomed in 1996 to the management team in positions that reflect the changing nature of the administration. Tony Guigli stepped in as the High School Project Administrator in the wake of the unexpected departure of Joe Lewin. In a similar capacity, reflecting the Town's need to bring its own expertise to bear on major capital projects, William Smith was named Project Manager for the Beacon Street and Harvard Street reconstruction projects. And no stranger to Town Hall, Jennifer Dopazo, a paralegal in Town Counsel's office for 6 years was named to the position of Assistant Town Counsel.

High School Project Administrator Tony Guigli came to the Town with 9 years of public construction management with the City of Boston Public Facilities Department. Of particular interest to the Project Oversight Committee, which recommended the hiring of Mr. Guigli, is his background with school projects, especially those involving renovation of occupied buildings. He stepped into a project already underway with the architect and contract construction manager already in place and managed to keep the project on track during the transition. Mr. Guigli has a bachelors degree in Mechanical Engineering from the University of Massachusetts.



High School Project Administrator Tony Guigli

Beacon/Harvard Street Project Manager William (Bill) Smith, R.A., was appointed Project Manager for the upcoming Harvard Street Improvements Project and the Beacon Street Safety Project. Bill will work with the design engineers and Project Advisory Committee for the Beacon Street Project to develop plans and specifications for the reconstruction of Beacon Street. The project is expected to begin in the spring of 1998. In addition, Bill will oversee the construction of the Harvard Street Project through J.F.K. Crossing. The purpose of this project is address the infrastructure of Harvard Street. The project is expected to begin in May of 1997 with an anticipated completion by mid summer of 1998. Both of these projects are the result of the Department seeking and gaining approval from the Massachusetts Highway Department for a major construction grant, valued at over \$6 million.

Bill's education and background as a Registered

Architect bring a unique perspective to these projects. He is very familiar with historic landscapes and buildings and with the coordination and administration of design construction projects.



Beacon Street Project Manager Bill Smith

Assistant Town Counsel Jennifer Dopazo was admitted to the Massachusetts Bar on December 18, 1996. After 6 years as a Paralegal in Town Counsel's office she was a natural to join the Town's staff of attorneys. Ms. Dopazo will concentrate on Board of Appeals, Workers' Comp, Land Court, Tax Foreclosure and Appellate Tax Board cases. Over time she is expected to assume additional duties including the legal work associated with the CDBG housing programs.



Assistant Town Counsel Jennifer Dopazo

Finally, I am pleased to report that the Board of Selectmen has reappointed me to another three year term, effective July 1, 1997. The Board has been most supportive of the approach I have taken in the performance of my duties as defined by the Town Administrator Enabling Act.

I consider myself most fortunate to have the privilege to serve as Brookline's Town Administrator. This community has extraordinarily high expectations of its municipal government. This is a special quality that many of my counterparts in other jurisdictions throughout the country do not get to enjoy. I am especially grateful for the dedication of the entire management team and of all Town employees. As Ira Jackson said to us last May — we can not satisfy our citizen-customers without personnel who are committed to their jobs.

TOWN MODERATOR

In my last submission to the Town's Annual Report, I described the criteria that I used in appointing Moderator's committees in response to Town Meeting requests. At that time, four such committees were in the throes of their deliberations. Each of these committees has now reported to Town Meeting and, in doing so, made the valuable contribution that was expected of it. I will in this report summarize the results of these committees' actions and publish the names of those citizens of the Town who served as committee members.

1. Committee to Examine Civil Service.

Members: Ronny Sydney, Esq., Chair
Vida Berkowitz, Esq., TMM
Patricia Correa, Esq., Personnel Board Member
Gerard Hayes, Town Personnel Director
Frank Moroney, Local 1358 Staff Representative
Peter Rousmaniere

This committee submitted an interim report only, since it believes that it must, for purposes of its final report, give due consideration to the report of a legislative special commission that is presently studying the existing civil service system.

2. Committee on Police Issues.

Members: Robert W. Basile, TMM, Chair
Christina Beamud, Esq.
Herman W. Hemingway, Esq.
Hugh Mattison, TMM
Robert Murphy, President, Police Union
Daniel O'Leary, Chief of Police
John Reinstein, Esq.
Robert L. Ullmann, Esq.

The full committee report addressed a proposal for special legislation to permit concurrent municipal border jurisdiction of the Brookline Police Department with its counterparts in Boston and Newton. The unanimous recommendation of the committee in favor of this proposal was adopted by Town Meeting virtually without debate. A second informative report, dealing with police traffic details, was submitted by one of the Moderator's committee members, Hugh Mattison, but not by the committee as a whole.

3. Committee on Housing Issues.

Members: David Trietsch, TMM, Co-Chair
Pamela Goodman, TMM, Co-Chair

Judy Alland, TMM
Dixon Bain
John Clancy
Rachel Goodman, TMM
Jay Woodward, Town Planning Director

This committee's report contained a number of specific recommendations which, together with the contemporaneous Selectmen's Report on Affordable Housing, provided the 1996 Fall Town Meeting with a comprehensive framework for consideration of a number of housing articles.

4. Committee on Home Offices.

Members: David Adelson, TMM, Chair
Robert Abrams, Esq., TMM
Carol Axelrod, TMM
Abram Chipman, MD, TMM
Joel Friedman, MD
Kenneth Goldstein, Esq.
Evelyn Roll, TMM

This committee dealt with present and proposed regulations relating to professional home offices, a subject hotly debated at the November 1995 Town Meeting. A narrow majority of the committee recommended no change in the current by-law on this subject.

We should all be grateful to the members of these committees, who not only worked hard but produced results that will, to one extent or another, be of lasting value to the Town.

I also extend my thanks and that of the Town to the Advisory Committee, under the leadership of chairperson Betsy DeWitt and vice chair Sergio Modigliani. This committee plays a crucial role in our Town Meeting debates and deliberations, and its members contribute selflessly to this cause.

Finally, a word is in order about the conduct of Town Meeting. In my three years as Moderator, it has struck me that the quality of the debate and discourse in Town Meeting has increased as the degree of controversy has subsided. I would not for a moment have predicted when I took office in 1994 that there would not be a roll call vote, or even a serious motion for one, in the following three years. While some Town Meeting Members may miss the frequent high drama of Town Meeting's proceedings during the 1980s and early 1990s, there are advantages to its absence. One of these is that my job as Moderator has been less taxing, and probably more enjoyable, than was the case with my immediate predecessors.

ADVISORY COMMITTEE

Organization and Function

Massachusetts General Laws, Chapter 39, Section 16 states that "every town whose valuation for the purpose of apportioning state tax exceeds one million dollars shall, and any other town may, by bylaw provide for the election or the appointment and duties of appropriation, advisory or finance committees, who shall consider any or all municipal questions...."

The Brookline Advisory Committee, in accordance with Town by-laws, shall consist of not fewer than 20 nor more than 30 established registered voters of the Town. At least one elected Town Meeting member is appointed from each of the sixteen precincts, plus up to eight additional Town Meeting members and up to six members-at-large. This makes the Brookline Advisory Committee one of the largest such committees in the Commonwealth. The Brookline Advisory Committee is somewhat unique in that it functions not only as a Finance Committee, but also as an Advisory Committee. As such, it advises the Town through its recommendations to Town Meeting on all matters ranging from town finances and capital projects to collective bargaining in order to meet the specific needs of the community. The Advisory Committee provides written recommendations to Town Meeting on matters included in the

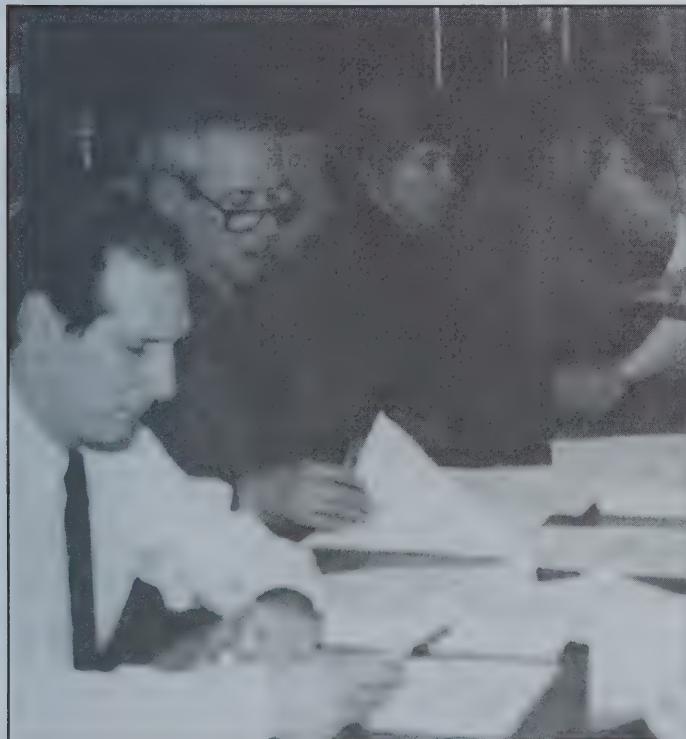
printed warrant that is mailed to all Town Meeting members. The Advisory Committee is the only authority that may approve transfers from the Reserve Fund, which is established to deal with unforeseen or emergency expenditures.

The chair of the Advisory Committee appoints each member to serve on a subcommittee. The chair works closely with members to determine which subcommittee will best suit their background and interest. The chair selects a member from each subcommittee to serve as its chair.

Below is a listing of current subcommittees, their chairs, and areas of responsibility in 1996:

ADMINISTRATIVE: Advisory Committee, Debt & Interest, General Services and Communications, Non-Appropriated Expenses and Abatement Reserves, Selectmen, Town Clerk and Unclassified. (Chaired by Stanley Spiegel)

CAPITAL: Building, Energy, Public Works, Preservation Commission, Recreation, Transportation, Capital Improvement Plan, Tax-Financed CIP, Bond-Financed CIP. (Chaired by Charles Moo)



HUMAN SERVICES: Council on Aging, Health, Human Relations-Youth Resources, Veterans' Services, CDBG, Library. (Chaired by Estelle Katz)

PERSONNEL: Collective Bargaining, Personnel, Personnel Benefits, Retirement. (Chaired by Sergio Modigliani)

PLANNING & REGULATION: Conditions of Appropriation, Legal Services, Planning, Rent Control, Zoning. (Chaired by Carl Axelrod)

PUBLIC SAFETY: Police and Fire (Chaired by John Bassett)

FINANCE: Assessors, Treasurer-Collector, Comptroller, Information Services, Purchasing. (Chaired by Mark Levy)

SCHOOLS: Special Education, Buildings/Custodial, School Committee Meetings, Technology, Budget. (Chaired by Susan Williams)

1996 Issues

In 1996, under the leadership of Chairperson Betsy DeWitt and her Vice-Chairs Sergio Modigliani and Mark Levy, the Advisory Committee considered a broad array of financial and other issues on behalf of Town Meeting. The Advisory Committee met approximately twenty-five times during 1996 to prepare its reports and recommendations

for the Annual Town Meeting and three Special Town Meetings. The various subcommittees held numerous public hearings which allowed both supporters and opponents of certain projects and issues to air their views. The subcommittees reported to the full Advisory Committee to allow the Advisory Committee to fully take into account public sentiment in its final decision making process.

During 1996 the Advisory Committee confronted many major issues that would impact the Town. These included collective bargaining agreements, specifically the Brookline Police Union Contract, development projects such as proposals for housing at Lawton Street and Longyear and an assisted living facility on Tully Street, and the appropriation of funds for the construction of the new Public Works Garage. In addition, the Advisory Committee prepared its recommended budget which, after discussion with the Board of Selectmen, Town Administrator and department heads, was submitted to Town Meeting members in the Annual Appropriation article.

The Advisory Committee would like to thank Mark Levy, a valued member of the Advisory Committee for his years of distinguished service as a member and most recently as vice-chair of the Advisory Committee who retired after serving on the Committee since 1989. We hope that Mr. Levy will continue to play an active role in issues facing the Town.

The Advisory Committee will continue to work diligently on behalf of Town Meeting to carefully consider all matters that will impact the Town and make recommendations it considers to be in the best interest of the Town and all of its residents.

TOWN MEETING

Summary of Actions Taken

Special Town Meeting March 26, 1996

ARTICLE ONE

Amendment to Zoning By-Law to create a new zoning district (S-O.5P) applicable to the Longyear parcel, which allows multi-family development of up to 50 units by special permit. A motion of Favorable Action was passed by a Counted Vote of 204 In Favor and 6 Opposed.

ARTICLE TWO

Amendment to Zoning By-Law to rezone a section of the Lawton Street Area to M-2.5 (LAW). A motion to refer the subject matter under Article Two to both the Planning Board and the Economic Development Advisory Board for further study and report was passed by a Unanimous Vote.

ARTICLE THREE

Legislation authorizing the Town to lease air, ground, or underground rights on Tully Street. No Action was taken under this article.

Annual Town Meeting May 28, 1996

ARTICLE ONE

Appointment of Measurers of Wood and Bark (Selectmen). A motion to establish that the number of Measurers of Wood and Bark be two, to be appointed by the Board of Selectmen, was passed by a Unanimous Vote.

ARTICLE TWO

Annual authorization of compensating balance agreements (Treasurer/Collector). A motion to authorize the Treasurer to enter into Compensating Balance Agreements for FY97 was passed by a Unanimous Vote.

ARTICLE THREE

Report on close-out of special appropriations (Selectmen). A vote of No Action was passed Unanimously.

ARTICLE FOUR

Approval of collective bargaining agreements (Personnel Board). A motion of Favorable Action to amend various classification pay tables for FY97 was passed by a Majority Vote.

ARTICLE FIVE

Annual Appropriation article (Selectmen). A motion of

Favorable Action for the FY97 budget, with total appropriated expenditures of \$122,621,988, was passed by a Unanimous Vote.

ARTICLE SIX

Transfer responsibility, funds and personnel for all custodial and building maintenance services to the Building Department (Petition of Shepard Spunt, et al). A motion to refer the subject matter under Article Six to the Chair of the Board of Selectmen, the Chair of the School Committee and the Chair of the Board of Library Trustees for further consideration and report, was passed by a Counted Vote of 177 In Favor and 2 Opposed.

ARTICLE SEVEN

Amendment of Zoning By-Laws - DPW Maintenance Facility on Hammond Street (Planning Department). A motion of Favorable Action was passed by a Counted Vote of 175 In Favor and 30 Opposed.

ARTICLE EIGHT

Amendment of Zoning By-Laws - Residential incentive requirements for affordable housing (Planning Department). A motion of Favorable Action was passed by a Counted Vote of 200 In Favor and 5 Opposed.

ARTICLE NINE

Legislation to authorize cash rental subsidies for certain low-income tenants in the Town of Brookline (Housing Advisory Board). A motion of Favorable Action was passed by a Majority.

ARTICLE TEN

Amendment to Section 17B of Article XVIII of Town By-Laws Regulation of Newsracks (Selectmen). A motion of Favorable Action was Passed by a Unanimous Vote.

ARTICLE ELEVEN

Legislation to increase property tax exemptions (Assessors). A motion of Favorable Action to accept Section 4 of Chapter 173 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, was passed by a Unanimous Vote.

ARTICLE TWELVE

Legislation to exempt School Nurses from Civil Service (School Committee). A motion of Favorable Action to authorize the Board of Selectmen to petition the General Court was passed by a Unanimous Vote.

ARTICLE THIRTEEN

Investigate and implement means of offering property and merchandise no longer required by the Town (and considered surplus) to the citizens of the Town (Petition of Shepard Spunt, et al). A motion to request the Board of Selectmen to work with the Chief Procurement Officer on this matter was passed by a Unanimous Vote.

ARTICLE FOURTEEN

Accept the provisions of M.G.L. Ch. 32, S.90A, which increases the pension allowance of former employees retired on accidental disability (Petition of Joseph P. Duffy, et al). A motion to refer the subject matter of Article Fourteen to the Board of Selectmen for further study and report was passed by a Unanimous Vote.

ARTICLE FIFTEEN

Accept the provisions of M.G.L. Ch. 32, S. 90C, which increases the pension allowance of former employees retired on superannuation (Petition of Joseph P. Duffy, et al). A motion to refer the subject matter of Article Fifteen to the Board of Selectmen for further study and report was passed by a Unanimous Vote.

ARTICLE SIXTEEN

Accept the provisions of M.G.L. Ch. 32, S. 90D, which increases the pension allowance of former employees retired on ordinary disability (Petition of Joseph P. Duffy, et al). A motion to refer the subject matter of Article Sixteen to the Board of Selectmen for further study and report was passed by a Unanimous Vote.

ARTICLE SEVENTEEN

Reports of Town Officers and Committees. No reports were heard.

Special Town Meeting

May 28, 1996

ARTICLE ONE

FY96 budget transfers (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE TWO

Unpaid bills of prior fiscal years (Selectmen). A motion of Favorable Action was Passed by a Unanimous Vote.

ARTICLE THREE

Collective Bargaining agreements and amendments to pay and classification plans (Personnel Board). No Action was taken under this article.

Special Town Meeting

November 12, 1996

ARTICLE ONE

Budget Amendments and special appropriations (Selectmen). Three motions of Favorable Action were taken and passed: FY97 Debt and Interest amendments passed by a Unanimous Vote; an appropriation of \$540,000 for the remodeling, reconstructing and extraordinary repairs to the Baker School was passed by a Unanimous Vote; and an appropriation of \$35,000 for a feasibility study for the Lawrence School was passed by a Counted Vote of 159 In Favor and 1 Opposed.

ARTICLE TWO

Collective Bargaining (Personnel Board). Joined together with the subject matter taken under Article Three, a motion of Favorable Action was passed by a Counted Vote of 128 In Favor and 95 Opposed.

ARTICLE THREE

Acceptance of M.G.L. Ch. 41, S. 108L establishing a police education incentive program (Personnel Board). Joined together with the subject matter taken under Article Two, a motion of Favorable Action was passed by a Counted Vote of 128 In Favor and 95 Opposed.

ARTICLE FOUR

Approval of unpaid bills of a prior fiscal year (Selectmen). No Action was taken under this article.

ARTICLE FIVE

Appropriation - To establish a program to subsidize the rents of certain qualified tenants (Housing Advisory Board). A motion of Favorable Action was defeated by a Counted Vote of 82 In Favor and 113 Opposed.

ARTICLE SIX

Appropriation - To provide transition assistance to certain qualified tenants (Mark E. Levy, et al). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE SEVEN

Resolution to commit \$1 million for a comprehensive housing program starting in FY98 (Moderator's Committee on Housing). A motion to request the Board of Selectmen to create a comprehensive housing policy with numerical goals and submit an FY98 budget that supports those goals was passed by a Majority Vote.

ARTICLE EIGHT

Zoning By-Law amendment - residential incentive requirements (Housing Advisory Board). A motion to refer the subject matter under Article Eight to the Board of Selectmen for further study was passed by a Majority Vote.

ARTICLE NINE

Zoning By-Law amendment - residential incentive requirements (Ken Jacobson, et al). A vote of No Action was passed by a Counted Vote of 178 In Favor and 2 Opposed.

ARTICLE TEN

Legislation to authorize the Town to regulate educational uses (Planning Director). A motion of Favorable Action to authorize the Board of Selectmen to petition the General Court was passed by a Unanimous Vote.

ARTICLE ELEVEN

Town By-Law amendment - Fisher Hill Historic District (Preservation Commission). A motion to refer the subject matter of Article Eleven to the Preservation Commission was passed by a Unanimous Vote.

ARTICLE TWELVE

Approval of CDBG application (Planning Director). A motion of Favorable Action to apply for CDBG funds in the total amount of \$1,860,000 for FY98 was passed by a Counted Vote of 179 In Favor and 1 Opposed.

ARTICLE THIRTEEN

Legislation to increase the minimum tax assessment on real property when a residential exemption is applied (Selectmen). A motion of Favorable Action to authorize the Board of Selectmen to petition the General Court was passed by a Counted Vote of 103 In Favor and 92 Opposed.

ARTICLE FOURTEEN

Legislation to increase the minimum tax assessment on real property when a residential exemption is applied

(Linda Dean, et al). A vote of No Action was passed Unanimously.

ARTICLE FIFTEEN

Legislation to geographically extend the police powers of Brookline, Boston and Newton police officers (Moderator's Committee on Police Issues). A motion of Favorable Action to authorize the Board of Selectmen to petition the General Court was passed by a Counted Vote of 190 In Favor and 6 Opposed. Furthermore, a Resolution recognizing certain concerns that racial minorities are subjected to a disproportionate number of police stops and interrogations was passed by a Counted Vote of 190 In Favor and 12 Opposed.

ARTICLE SIXTEEN

Legislation to incorporate the transportation function within the Department of Public Works (Selectmen). A motion of Favorable Action to authorize the Board of Selectmen to petition the General Court was passed by a Counted Vote of 189 In Favor and 1 Opposed.

ARTICLE SEVENTEEN

Legislation to increase the membership and to revise the voting procedures of the Transportation Board (Linda Dean, et al). A motion to refer the subject matter of Article Seventeen to the Committee on Town Organization and Structure for further study and report was passed by a Unanimous Vote.

ARTICLE EIGHTEEN

Town By-Law amendment - Revise the Housing Advisory Board membership (Selectmen). A vote of No Action was passed Unanimously.

ARTICLE NINETEEN

Town By-Law amendment - Revise the Housing Advisory Board membership (Selectmen). A motion of Favorable Action was passed, as amended, by a Unanimous Vote.

ARTICLE TWENTY

Reports of Town Officers and Committees. Reports from the Moderator's Committee on Police Details; the Committee on Custodial and Janitorial Services; the Moderator's Committee to Examine Civil Service; the Board of Selectmen; and the Transportation Board were heard.

1996 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible	Attended	Precinct	Name	Eligible	Attended
03	Abrams, Betsy F.	5	5	10	Cooper, Marc L.	5	5
03	Abrams, Robert T.	5	5	05	Corbett, James Joseph	5	3
13	Adelson, David	5	5	14	Cox, Julia D.	5	5
04	Alland, Judith C.	5	4	05	Craig-Olins, Elizabeth	2	2
16	Allen, Robert L., Jr	5	5	02	Crohn, Shelley B.	5	5
01	Alper, Jane Kahn	5	3	02	Daisy, Stephen R.	5	3
05	Ames, Kathleen L.	4	4	12	Daly, Nancy A.	4	4
01	Ames, Peter J.	4	4	08	Dargo, George	5	5
06	Anderson, Catherine C.	5	5	12	Dean, Linda	5	5
15	Andreadis, Anthony T.	5	5	12	DeFranceschi, Edward	5	5
10	Aronson, Ronald M.	5	3	15	Delany, Luster T.	5	5
14	Austin, Constance S.	5	4	02	DeSiato, Joanne	2	2
16	Axelrod, Carl E.	5	5	03	Dewart, Mary D.	5	5
12	Axelrod, Carol	5	5	03	Dewart, Murray	5	4
04	Axelrod, Sarah T.	5	5	05	DeWitt, Betsy	5	5
04	Bain, John T.	5	5	02	Doyle, Judith A.	5	5
09	Bart, Eleanor J.	5	4	06	Dreyfus, Peter	5	5
09	Bart, Walter J.	5	4	05	Driscoll, Margaret	5	5
15	Basile, Robert W.	5	5	15	Elcock, Walter E.	5	5
06	Bassett, John	5	5	11	Fabian, Leslie B.	5	5
08	Batchelor, Clara	5	5	04	Farlow, Frank W.	5	5
06	Bell, Dorothy C.	5	5	11	Feingold, David A.	5	2
13	Benka, Richard W.	5	5	07	Feinman, Marvin A.	5	5
16	Berger, Michael	5	5	13	Fine, Jonathan S.	5	5
07	Berkovitz, Tobe	5	5	13	Finley, John H. III	4	2
06	Berkowitz, Vida K.	5	4	16	Firestone, Mary	5	5
09	Birnbaum, Benjamin	5	5	13	Fitzgibbons, Janet B.	5	3
13	Blotner, Phyllis S.	5	5	02	Flowers, Arlene	5	5
03	Bohrs, Harry K.	5	5	15	Fortier, Albert M., Jr.	5	5
11	Bookston, John	5	5	14	Fosburg, Linda	3	0
06	Boyce, Suzanne E.	5	5	01	Fried, Joan J	5	4
13	Brooks, Deborah G.	5	5	10	Frischling, David A.	5	5
AL	Businger, John A.	5	5	AL	Gadsby, Sandy	5	5
11	Carey, Joseph P.	5	5	06	Geller, Dennis P.	5	4
13	Carona, Stephanie G.	5	5	AL	Geller, Joseph	5	5
03	Casey, Arthur	5	5	15	Geller, Marvin N.	5	5
10	Cass, Marcy C.	5	5	16	Gerte, Albert	5	5
16	Catz, Judith	5	4	07	Giller, Phyllis D,	4	4
01	Cavell, Cathleen C.	5	2	06	Gittelman, Susan L.	3	3
08	Ceconi, Barbara	2	2	08	Golden, Jack	5	5
13	Cetlin, Dana A.	1	1	08	Golden, Joyce DesRoches	5	5
03	Chase, Muriel P.	5	5	04	Golden, Ruth U.	5	5
10	Childs, Maurice R., Jr.	5	4	07	Goldin, Stevan B.	5	3
10	Chipman, Abram	5	5	10	Goldman, Milton	5	3
09	Chuck, Bill	5	5	03	Goldman, Ronald F.	5	4
03	Churchill, Geraldine	5	5	08	Goldstein, David-Marc	5	5
12	Cohen, Bruce B.	4	3	02	Goodman, Rachel	5	5
05	Cohen, Jason Aaron	4	2	12	Greer, Edward	5	4
02	Conant, Margaret	3	2	07	Grubinger, Eva M.	5	3
10	Cooke-Childs, Lee	5	5	16	Grumer, Lawrence C.	5	5
04	Cooper, Ingrid E.	5	5	01	Hall, Ferris M.	5	5

1996 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible	Attended	Precinct	Name	Eligible	Attended
14	Hall, John L.	5	4	12	Libbey, Patricia C.	5	4
15	Harding, L. Branch IV	5	5	16	Liberman, Rachmiel	4	4
04	Harrington, Kevin	5	5	12	vonLichtenberg,Sandra M.	5	5
07	Harris, Joanne	3	3	11	Lindquist, Gwenyth P.	2	2
05	Harris, Mary J.	5	5	04	Linn, Susan E.	5	3
14	Heffernan, Dorothy M.	5	3	05	Lipsitz, Louise P.	1	0
09	Heist, Marcia M.	4	4	06	L'Italien, Paul J.	5	3
08	Heller, Nancy S.	5	5	02	Liss, Lisa	5	5
02	Hendricks, Elizabeth F.	5	3	14	Lodish, Pamela	5	3
05	Hennessey, James A., Jr.	5	4	13	Lohe, Werner A., Jr.	5	5
AL	Hennessey, Thomas P.	5	5	05	Lojek, Patricia J.	5	5
05	Hertzmark, Joan	5	5	08	Lubber, Mindy S.	4	4
04	Heywood, Sarah A.	5	3	11	MacDonald, Bradley A.	2	2
11	Hinds, Isabella	5	2	03	Madden, Nancy	5	5
01	Hofeller, Edward D.	4	4	11	Malick, Deborah A.	1	1
06	Homer, Charles J.	5	5	05	Mattison, Arlene B.	5	5
11	Homer, Joanne P.	5	5	05	Mattison, Hugh	5	5
07	Horlick, Lawrence A.	5	5	12	McAvoy, Maura M.	4	3
AL	Hoy, Gilbert R., Jr	5	5	06	McCain, Robert J.	3	3
06	Humphrey, George	5	5	14	McDonald, Peter M.	3	3
08	Jacobson, Kenneth D.	5	5	14	Merrill, Chou Chou	5	5
05	Jennings, Michael J.	5	5	14	Merrill, Michael W.	3	3
09	Jozwicki, Barr A.	5	5	12	Meyers, Judy	5	5
09	Jozwicki, Joyce	5	5	03	Miller, Renee	5	5
11	Kahan, David	5	5	14	Mittell, Shaari S.	5	5
15	Kahn-Edinburg, Janice	4	4	13	Modigliani, Sergio	5	5
AL	Kalikow, Donna R.	5	5	09	Moore, Bruce	5	5
01	Kanter, Lois Hilfiker	5	1	05	Moroney, Matthew F.	3	0
07	Katz, Estelle	5	5	01	Morse, Stephen R.	5	4
07	Katz, Paul M.	5	5	04	Mulhane, John T.	5	5
07	Katz, Pauline Bonnie	5	5	15	Nangle, Richard	4	4
13	Kibrick, Anne K.	5	5	06	O'Donnell, Kerry	5	5
14	Kirrane, Ann C.	5	3	05	O'Leary Phyllis R.	5	4
07	Kleiler, David A.	5	3	05	Olins, Andrew M,	5	5
16	Koocher, Gerald P.	5	5	09	Oliphant, Bonnie J.	5	4
16	Kurnos, Kenneth V.	5	3	06	Parker, Gerald	2	2
04	Lacker, Stephen J.	5	4	10	Parks, Carolyn DeVore	4	4
09	Lang, Kevin E.	5	5	08	Pearlman, Edith G.	3	3
02	Langa, Melissa F.	5	5	12	Perona, Barbara Piez	1	1
11	Langerman, Tania R.	5	3	12	Pofcher, Karen G.	5	5
13	Lannik, Susana	5	5	09	Pollack, Joan E.	5	5
06	LaPlante, Virginia W.	5	5	09	Rabinovitz, Stanley N.	5	5
01	Lawrence, Sandra B.	4	4	09	Radio, Shirley	5	5
01	Lebow, Frederick	5	5	15	Randolph, Barbara Gold	5	3
15	Leder, Philip	5	3	06	Reed, Thomas	2	2
16	Leichtner, Judith	5	5	10	Rhoda, Randy	5	4
13	Levine, Julius B.	5	4	15	Richardson, Margaret S.	3	3
15	Levitian, Richard	2	2	02	Richmond, Edward L.	5	5
03	Levy, Joshua	4	4	14	Riley, John W.	5	5
10	Levy, Mark E.	5	5	14	Riley, William J.	5	5

1996 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible	Attended	Precinct	Name	Eligible	Attended
01	Robbins, Michael	5	5	02	Spiegel, Stanley L.	5	5
02	Robinson, Dann	5	4	14	Spunt, Shepard A.	5	4
04	Robinson, Joseph E.	5	5	11	Stringham, Jean G.	5	5
04	Robinson, Thomas C.	5	5	04	Suisman, Marjorie	5	4
08	Roll, Evelyn Ayash	5	5	03	Svirsky, Alex A.	5	5
10	Ronen, Naomi	5	4	16	Swartz, Helen	4	4
10	Rosenbaum, Bernice	5	5	16	Swartz, Max	5	4
09	Rosenthal, Martin R.	5	5	07	Swartz, Sally	2	2
15	Rudman, Deborah D.	5	5	10	Sydney, Jacob T.	5	5
15	Russell, Louise Harding	5	2	AL	Sydney, Ronny M.	5	5
12	Ryack, Phyllis G.	4	4	11	Tolkoff, Josh	5	5
07	Sable, Sloan K.	5	5	03	Trachtenberg, Myra R	4	1
15	Sadeghi-Nejad, Ab	5	4	04	Trietsch, David M.	5	5
16	Sallet, Lauren	5	5	13	VanScoyoc, John R.	5	5
01	Schemmer, John A.	5	5	07	Vohs, Janet R.	5	1
12	Schlesinger, James W.	5	5	01	Volpe, Sara	5	5
12	Schlesinger, Laura B.	5	5	14	Walsh, Gerard J.	5	5
13	Schnoor, William J., Jr.	5	3	03	Walters, Laura	5	5
08	Scotto, Barbara C.	5	4	02	Ward, Dorothy M.	5	3
11	Segan, Richard	5	5	AL	Ward, Patrick J.	5	5
13	Senecal, Barbara M.	5	5	06	Warren, Henry B.	5	5
01	Sher, Michael S.	5	2	11	Wax, Robert M.	5	5
08	Sherman, Barbara F.	5	5	10	Weinberg, Sidney	5	5
11	Shield, Joel D.	5	5	01	Weiter, John J.	4	2
11	Sidd, Shirley	3	2	12	Weitzman, Donald C.	5	5
14	Simmons, Robert G.	2	2	07	Wenc, Karen	5	3
09	Smizik, Frank Israel	5	5	01	Williams, Susan H.	5	5
08	Soyer, Brenda J.	5	5	06	Wolfe, A. Christina	5	5
02	Spiegel, Diana Lees	5	5	07	Ziskend, Seymour A.	5	5
08	Spiegel, Samuel	5	5				

GENERAL GOVERNMENT

Town Clerk

On Tuesday, March 5, 1996, the Presidential Preference Primary was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 4,139 of the 29,940 eligible registered voters in the town, or 13.8%, participated in this primary.

On Tuesday, March 26, 1996, a three-article Special Town Meeting was convened at 7:15 P.M. and dissolved at 9:15 P.M. in order to conduct the business of the warrant. Passed at this meeting was a new special zoning district which allows multi-family development by special permit if the development will preserve a parcel of land of seven acres or more as a single lot.

On Tuesday, May 7, 1996, the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 4,570 of the 29,382 eligible registered voters in the town, or 15.6%, participated in this election.

Town Meeting Members convened for the Annual Town Meeting at Brookline High School's Roberts-Dubbs Auditorium at 7:10 P.M., on Tuesday, May 28, 1996. The meeting was adjourned to Wednesday, May 29, 1996 and dissolved at 10:15 P.M. in order to complete the business of the seventeen-article warrant. Significant actions taken at this meeting were the appropriation of the FY97 budget, with total appropriated expenditures of \$122,621,988 for the town, including an appropriation of \$7.6 million for the construction and site remediation of a new municipal service center at the Old Incinerator site at Hammond Street; an appropriation of \$5.9 million for the laying and relaying of water mains; a zoning by-law authorizing the town to proceed, without the necessity of previously granted special permits currently under appeal, to construct the DPW maintenance facility at Hammond Street; a zoning by-law requiring developments of ten or more units to set aside 15% of the units as affordable or provide an alternative method; authorization for the Board of Selectmen to petition the state legislature to authorize cash rental subsidies for certain low-income tenants; and a general by-law regulating the placement and appearance of newsracks.

Town Clerk Patrick J. Ward read the roll of Town Meeting Members who had died since the last Annual Meeting:

Honor Roll

Philip F. Duggan
Deborah Henry
Esther Salomon

On Tuesday, May 28, 1996, a three-article Special Town Meeting was convened at 9:00 P.M. and dissolved at 9:04 P.M. in order to conduct the business of the warrant. Passed at this meeting was the authorization to pay \$7,250.36 for unpaid bills for a prior fiscal year.

On Tuesday, September 17, 1996, the State Primary was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 2,028 of the 30,441 eligible registered voters in the town, or 6.6%, participated in this primary.

On Tuesday, November 5, 1996, the State Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 24,968 of the 32,899 eligible registered voters, or 75.9%, participated in this election.

On Tuesday, November 12, 1996, a twenty-article Special Town Meeting was convened at 7:10 P.M. The meeting was adjourned to Wednesday, November 13, 1996 and dissolved at 9:45 P.M. in order to conduct the business of the warrant. Significant actions taken at this meeting were the appropriation of \$540,000 for the remodeling, reconstruction or making of extraordinary repairs to the Baker School; the acceptance of the career incentive pay program for regular full-time police officers; the appropriation of funds to finance the FY97 collective bargaining agreement with the Brookline Police Association; the establishment of a transitional rental assistance program and an appropriation of \$40,000 to fund it; authorization for the Board of Selectmen to petition the state legislature to allow the regulation and restriction of certain lands within residential districts; authorization for the Board of Selectmen to file preapplications and applications for Community Development Block Grant funds for FY98 in the total amount of \$1,860,000; authorization for the Board of Selectmen to petition the state legislature allowing exemptions for residential real property, provided, however, that the reduction of taxable valuation not be greater than 50% or less than 10% of its full and fair cash valuation; a resolution relative to concerns over a national trend that racial minorities are subjected to a disproportionate number of police stops and interrogation; authorization for the Board of Selectmen to file a petition with the state legislature allowing concurrent police jurisdiction with Boston, Brookline and Newton within 500 yards of their borders; authorization for the Board of Selectmen to file a petition with the state legislature consolidating the Transportation Department into the DPW; and a general by-law changing the number and qualifications of the membership of the Housing Advisory Board.

The Town Clerk's office recorded 514 births in the town for 1996 pending final results from the City of Boston. Of that total, two were home births. The office recorded 461 deaths in the town for 1996 pending final results from the City of Boston. There were 503 marriage intentions filed and 481 marriage licenses recorded in 1996 pending final results.

Revenues for 1996 for the Town Clerk's office were \$96,319.18. These revenues represented a decrease of \$3,072.91 or 3% below 1995 revenues. They are as follows:

Revenues	Conservation Licenses
Conservation Licenses	\$ 350.00
Gasoline Permits	2,900.00
Marriage Licenses	12,288.00
Dog Licenses	14,520.00
Board of Appeals	9,625.00
Commercial Code Filings	10,498.00
Certified Copies	22,273.00
Business Certificates	10,325.00
Fines	5,969.00
Miscellaneous	7,571.18

Registrars of Voters

The Board of Registrars of Voters, by implementing and supervising the Presidential Preference Primary, the Annual Town Election, the State Primary and the State Election, processed 6,516 affidavits of registration and 4,187 absentee ballot applications. The census population was 53,426 people, of which 32,899 were registered voters.

Political Parties and Designations

Conservative.	1
Democratic	14,693
Green Party USA	3
Interdependent Third Party	32
Libertarian	34
Republican	3,327
Socialist	3
Unenrolled	14,806

Town Counsel

The office of Town Counsel is staffed with four attorneys, one full-time paralegal, and one part-time paralegal. Effective January 1, 1997, Jennifer Dopazo was promoted to Assistant Town Counsel.

In a very diverse general practice, the office provides legal services to all of the Town's elected and appointed officials and its various departments, boards and commissions in areas such as administrative law, tort law, ethics, contract law, licensing, code enforcement, domestic relations, municipal finance, education, legislation, law enforcement, land use, health and environmental issues. With the exception of collective bargaining, the office handles all aspects of employment law including workers' compensation, civil service, retirement, employee hiring and discipline and employment discrimination cases. The professional staff handles all litigation in the state and federal courts, and represents the Town in matters before administrative agencies, both state and federal. Through its statutory role in convening the Medical Panel, the office continued to review and process claims for treatment and medication submitted by disabled retirees. This year the office assisted in the phase-out of the Rent Control Department.

The Town of Brookline does not purchase liability insurance for its motor vehicles, buildings, public ways and other properties, and therefore, the office defends all claims and lawsuits brought against the Town for personal injuries and property damage. The office regularly negotiates

advantageous litigation settlements. Town Counsel has successfully represented the Town in both jury and bench trials in the Massachusetts and Federal Court systems.

In addition, the office actively litigates matters involving appellate tax board cases, appeals from decisions of the Board of Appeals in zoning matters, special education disputes, civil service appeals and reviews, denials of gun permits, discrimination claims and a great many personal injury, property damage and workers' compensation actions.

Town Counsel commenced tax foreclosure proceedings in the Land Court on numerous tax-delinquent properties. The office negotiated claims to recover expenses for wages and medical bills from third-parties who caused the injury of town employees acting within the scope of their employment. Jeffrey Hutnick recently became the new police investigator for the office. Town Counsel's office collected substantial sums of money on outstanding judgments and third-party claims.

In addition to the usual litigation workload, the office reviewed and/or drafted hundreds of contracts, notices, proposals, letters, policy and procedure amendments and other documents. The office also processed citizen complaints, witness and record subpoenas, public record requests and a number of custody and residency issues involving public school students. In addition to rendering formal written, legal opinions on a variety of matters, the

office provided informal legal opinions and support on a walk-in or call-in basis. The paralegals, who are all notaries public, provided notary services to the public on a daily basis.

Town Counsel assisted citizens and those associated with Town Meeting in the preparation of articles, warrants, reports, and votes. He attended each session of Town Meeting and all Board of Selectmen meetings and, on an as-needed basis, the meetings of other boards and commissions, to answer questions and properly resolve all legal issues.

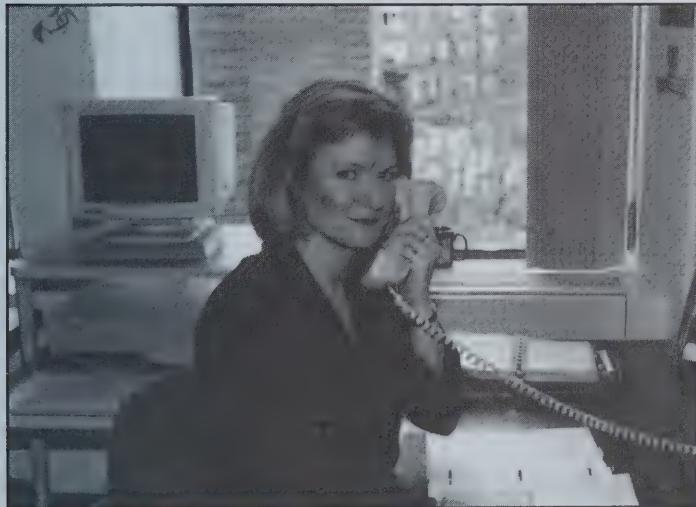
Town Counsel has been actively involved in the Town's building construction, renovation and expansion projects, including the new Municipal Service Center and High School projects. Town Counsel's office is also engaged in the review and suggested recodification of the Town's general by-laws.

The lawyers and staff will continue to provide legal services dedicated to fostering and protecting the best interests of the Town of Brookline. Town Counsel and his staff thank the citizens of Brookline for their support and for the opportunity to represent the Town.

Personnel

Mr. Kenneth Kurnos accepted reappointment to a new three-year term as a member of the Board expiring on September 1, 1999. The Town is fortunate to retain the assistance of Mr. Kurnos, who is an experienced employment law lawyer.

The FY97 Annual Town Meeting authorized the addition of a Senior Personnel Generalist position to the Personnel Office staff effective July 1, 1996. The incumbent, in addition to special projects, will pay particular attention to workers compensation, safety, employment, training and attendance. Michele Brooks, a retired Navy Lieutenant Commander with over 15 years experience as an administrative/training officer, was appointed to the position effective August 26, 1996.



Senior Personnel Generalist Michele Brooks

The FY97 costs of two-year labor contracts negotiated in CY95 with all unions, except the police union, were approved by the 1996 Annual Town Meeting. The major cost factor was a 2% wage increase effective July 1, 1996 and a 1% wage increase effective January 1, 1997.

Negotiations with the Brookline Police Association for a contract for the period July 1, 1995 - June 30, 1997 required mediation and arbitration by the Massachusetts

Joint Labor Management Committee for Police and Fire. An arbitration award was issued on July 24, 1996. The award was costly and in one area, in the opinion of the Town, exceeded the authority of the arbitration panel. After receipt of the award, the parties resumed negotiations and managed to reach a contract in September. The unusual cost of the award was in an increase in the level of education incentive payments awarded. The parties agreed to mitigate these costs for approximately the next ten-year period by adoption of the so-called Quinn Bill. This State law provides base pay percentage payments for degrees in law enforcement and for 50% reimbursement of those payments by the Commonwealth. The award also provided for full implementation of the managed health care plan in the Police Department and for the wages provided other employees over the same period, although with a one-year delay in the implementation of 1% in response to savings lost due to the delayed implementation of the managed care plan. With this agreement, Town Meeting approved a contract with the Police Association for the period July 1, 1995 - June 30, 1996 at the November Special Town Meeting. The disputed provision of the award remains to be dealt with by the courts.

The Town commenced mandatory controlled substances and alcohol testing of operators of commercial motor vehicles (vehicles in excess of 26,001 gross vehicle weight) and other employees performing safety sensitive functions pertaining to such vehicles in November. The testing is required by Federal law and regulations adopted thereunder by the Federal Highway Administration. The purpose of the law is to help prevent accidents and injuries resulting from the misuse of alcohol or use of controlled substances by drivers. Implementation was delayed for over a year as a result of court action initiated by an independent group of employees alleging that the Town was not included within the application of the law and that, if it was, that the testing was barred by the constitution of the Commonwealth of Massachusetts. The US Court of Appeals eventually ruled against the employee claims and testing began.

PUBLIC SAFETY

Police Department

In 1996 the officers of the Brookline Police Department demonstrated through the quality of their work, that this is one of the finest departments in the New England area. This high quality police work is found in all areas of the department. Just a few examples: in 1996, twenty-three officers received commendations for excellent police work; Detective Thomas Ward was recognized by the Director of the FBI for having played a major role in the apprehension of suspects wanted for a series of armed robberies up and down the east coast; and Detective Sergeant Peter Murphy was one of only two persons, worldwide, who received the prestigious Director's Award from the DEA for his ongoing, invaluable contributions in the war against drugs. Furthermore, in 1996 there was a 1.7% decrease in crime which means that since 1990 the Brookline crime rate has decreased 45.91%. Much of this decrease can be attributed to the quality police work done by all of the officers in the department.

The Chief continued to substantially expand the community policing efforts of the department. He introduced a Park and Walk Program whereby all sector officers in the daytime park their cars and engage in community policing activities with citizens on their routes; the Brookline Evening Surveillance Team (BEST) whereby officers along with probation officers from the Court, check on the activities and the conduct of criminals on probation; the Coolidge Corner Patrol Program that emphasizes creating a safer environment for elderly citizens in this area; the Cone-Head Program where children are encouraged to wear helmets when riding their bicycles; the Diversionary Program which provides an alternative to criminal prosecution for young people who have committed first-time offenses involving the use or possession of alcohol; and the expansion of the DARE Program into Brookline High

School. The implementation of these new programs is strong evidence of the commitment to ensuring that community policing permeates the entire department.

In 1996 there were 274 incidents of breaking and entering which is an increase of 83 over the previous year; however, this is substantially lower than the number in 1993 (384) and the number in 1994 which was 371. In 1996 there were 229 motor vehicle thefts, 39 fewer than in 1995. There were 355 motor vehicle thefts in 1993; the reduction of 126 since 1993 shows that substantial inroads have been made in preventing this frequent crime. Much of this decrease can be attributed to the in-depth quality of crime scene investigations.

Other 1996 public safety totals and their comparison with the previous three years are as follows:

<u>Crime/Event</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Assaults	201	228	238	177
Rape/Attempted Rape	8	8	4	7
Robbery	74	58	42	47
Breaking & Entering	384	371	191	272
Motor Vehicle Theft	355	315	268	229
Suicides/Attempts	18	15	28	22
Medical Emergencies	2,498	2,837	2,751	2,760
Total Arrests	1,496	1,497	1,351	1,048
Protective Custody	151	158	89	97
Drug Charges	152	206	315	179
Assault & Battery on a Police Officer	22	31	12	19
Alarms	5,666	5,536	5,175	4,352
Shoplifting	234	159	115	85



Nine newly appointed patrol officers introduced to the Board of Selectmen

The Traffic Division conducted 4,057 hearings at Police Headquarters and resolved another 2,799 appeals through the mail for a total of 6,856. The Traffic Division reported 2,250 motor vehicle accidents with 3 fatalities in 1996.

Gross revenues from the Brookline Police Department totaled \$4,088,264. Of this amount, \$3,885,120 came from activities associated with traffic regulation and enforcement procedures.

A total of 23,523 moving violations generated \$267,805 and 162,560 parking tickets brought in \$2,427,629. Parking meter revenues alone accounted for \$1,106,473 and the surcharge on towed vehicles brought in \$83,212. The budget for the Brookline Police Department in 1996 was \$7,806,951. The department's activities generated funds amounting to 52.4% of the total budget. This does not reflect the fact that the department also received \$418,910 through Federal and State grants.

The Community Relations Division provides a number of special services to the Town. The Training Unit conducted three Citizen Academies, graduating sixty-four persons this past year; forty neighborhood meetings were conducted, and the community service officers handled thirty neighborhood complaints. Over 4,190 sixth-grade students have now completed the DARE Program. Two outstanding police officers provided seventeen hours of classroom

instruction to each student in the avoidance of drug use.

This division has been expanded to include the Bicycle Patrol and Response Team. Officers assigned to the various units in this division concentrate on improving the quality of life for the residents of Brookline and attempt to solve problems before they become unmanageable.

The efforts of the Detective Division are directed towards follow-up investigation rather than preventive patrol. This division has reorganized the Identification Unit thus increasing the quality of successful identifications. Through the development of a partnership with the Brookline Schools, the division initiated a Domestic Violence Awareness Program for ninth graders. The division developed a system for tracking and monitoring offenders who were recently released from correctional institutions and who are now either living or working in Brookline. The division developed and implemented a program for fingerprinting and photographing sexual offenders who are now required to register under the new Sexual Offender Law. The unit increased the screening of serious cases in order to ensure that cases are assigned to personnel according to their specific skills and training.

The department implemented the new Enhanced 911 System which went on-line June 28, 1996. Forty staff members were thoroughly trained to operate this new system.

Fire Department

The Fire Department's primary function is to prevent fires and to extinguish fires with a minimum of loss when they occur. The department provides assistance during incidents involving hazardous materials and water rescue and during all other emergencies requiring trained rescue personnel and equipment. The department also functions as an emergency medical delivery system with all fire companies staffed by Emergency Medical Technicians.

During 1996 the department responded to a total of 6,726 emergency incidents, a new high for the department. These responses were broken down as follows:

	1996	1995	1994	1993
Total Responses	6,726	6,252	6,318	6,172
Still Alarms	2,792	2,339	2,380	2,939
Box Alarms	926	847	898	909
Medical Responses	3,008	3,074	3,055	2,341

The department is comprised of six divisions which work together to provide the optimum level of services to the community. The six divisions are Administration, Firefighting, Fire Prevention, Wire and Alarm, Apparatus Maintenance, and Training.

Administration Division

The Administration Division is staffed by the Fire Chief, one captain, one office manager, and two senior clerk typists. Members of the division continued the planning of the new

Public Safety Headquarters buildings which will be created by combining and renovating the present Fire and Police headquarters buildings. The new Public Safety Headquarters building will house the combined Fire and Police dispatch center. This project is included in the long-term CIP with funds budgeted for plans in FY1999 and for construction in FY2000. Total cost of the project will be approximately \$6.5 million. The division was responsible for the department receiving a Student Awareness of Fire Education (SAFE) grant in the amount of \$6,000 which will be used to upgrade fire education for kindergarten and first grade students.



Ladder Company 2 Commemorating 100 Years of Service

Firefighting Division

The Firefighting Division is staffed by 4 deputy chiefs, 7 captains, 23 lieutenants and 119 firefighters working in four rotating shifts and responding with five engine companies and two ladder companies from six stations throughout the town. Personnel in this division responded to over 6,700 emergency incidents during the year, including over 3,000 responses to emergency medical incidents.

Five additional firefighters were certified as Emergency Medical Technicians during the year bringing the total number of EMTs to 117. All members were re-certified in cardiopulmonary resuscitation (CPR) and all members completed First responder training. A new Hurst hydraulic tool was purchased and put into service after extensive training and practice. All members have completed or are participating in a three-day course on confined space rescue. The course is being sponsored by the Boston Fire Department and is being taught by nationally recognized experts in confined space rescue procedures.

In addition to emergency response duties, firefighters also contributed to the successful completion of the multiple dwelling inspection program in which all buildings with six or more dwelling units are inspected annually.

Fire Prevention Division

Staffed by a deputy chief and two firefighters, this division is instrumental in the continuing decrease in fire losses in the Town of Brookline. In addition to coordinating the multiple dwelling program conducted by Firefighting Division personnel, the Fire Prevention Division inspects all lodging houses, clinics, houses of worship, gasoline stations, and many other types of occupancies. A major goal in 1996 was to work with lodging house owners in the installation of full sprinkler systems in all lodging houses. Brookline has required partial sprinkler systems as far back as the 1960s; a full sprinkler system will make lodging houses a safer place to live. Members of the division work with the Building Department to ensure safety in all renovated and newly constructed buildings by reviewing all building plans for compliance with existing State and Town regulations.

Apparatus Maintenance Division

This division is staffed by one motor equipment foreman and one motor equipment repairman who share responsibility for the maintenance and repair of the millions of dollars worth of equipment used by the department. Because of the highly specialized nature of some of the equipment in their care, they attended several workshops and seminars during the year. In addition to the apparatus, these men are also responsible for the repair of the breathing apparatus systems used during firefighting operations and all other rescue tools used by the department. The workshop is currently located in Station One in Brookline Village. Once the new Municipal Service Center on Hammond Street is completed, department repair and

maintenance activities will move to that location.

The Maintenance Division personnel worked with department members in the planning and design of a new ladder truck which will be purchased in FY98 and which will replace Ladder #2 which is kept at Station #2, headquarters. They also designed the specifications for the new Wire Division bucket truck which was put into service late in the year.

Fire Alarm/Wire Division

This division, staffed by one superintendent, one signal maintainer and five emergency dispatchers, is responsible for the timely notification and dispatching of fire apparatus to emergency incidents. They handled over 100,000 telephone calls and radio transmissions during the year. The division is also responsible for the installation, repair and maintenance of the over 500 emergency call boxes which are situated throughout Town streets and in larger buildings and municipal buildings. The emergency dispatchers played an integral part this year in the implementation of the department's Incident Command System which was designed and implemented to increase the safety of the Town's firefighters.

Training Division

The Training Division, staffed by a deputy chief, a captain and a lieutenant, was once again a leader in the State in providing high quality education and training to members of the department. In addition to training, these officers investigated all vehicle accidents and firefighter injuries. Closely scrutinizing accidents and injuries allows us to take measures to prevent reoccurrences. They also function as the department's safety officers and, as such, closely monitor emergency operations to be sure all procedures are accomplished in a safe manner. Courses offered during the year included classes for all officer personnel in tactics and strategy, department operating guidelines, and department rules and regulations. They trained all shifts in the use of the new air bag rescue system and in the safe operation of the new Hurst Tool or "Jaws of Life." They certified all members in CPR and in First Responder training.



Annual Ice Rescue Training Program

These officers attended many seminars and workshops during the year in order to gain the knowledge necessary to train the department's personnel in the many subjects necessary to provide a safe working environment at the scene of emergency incidents.

Building Department

The Building Department issued 5,871 permits in 1996. There were twenty-four new buildings built in addition to other types of building construction.

The Young Israel Synagogue was built and dedicated in 1996 at a cost of \$3 million. The High School Project was successfully bid and is proceeding as scheduled. The Municipal Service Garage was also bid and a contract was awarded in 1996. The Goddard House, an assisted living community, was completed in 1996 at a cost of over \$7 million. This was at the site of the former Brookline Hospital building that was demolished in 1995. Newbury College added a library to its campus at a cost of \$3 million. Seven single family residential units at a cost of \$4 million were constructed at the former Friary property on Rawson Road. The Park School began an addition at a cost of \$3.5 million. Hellenic College added a \$4 million addition to its library. CVS and Cumberland Farms received a permit to build at 1195 Boylston Street as did Walgreens at 99 Harvard Street. The Maimonides School began a \$3 million addition. And lastly, over \$7 million was spent on interior and exterior renovations to Longwood Towers.



Recently Completed Young Israel Synagogue

The following permits and certificates were issued in 1996:

Type of Permit	Number of Permits	Construction Cost
Additions	39	\$4,328,971
Alteration	1,112	24,546,294
Bathrooms	153	1,770,839
Electrical	1,232	5,733,224
Gasfitting	719	785,905
Kitchens	170	2,217,382
Mechanical	115	1,580,905
New Building	24	14,185,440
Plumbing	1,047	2,953,767
Roof Repair	130	2,292,049
Siding	30	258,797

Signs	184	149,090
Sprinkler	20	67,900
Swimming Pools	5	103,900
Temporary	4	11,700
Temporary Tents	21	76,322

Other Certificates Issued:

Occupancy Certificates	278
Certificate of Inspection	303
Builders Licenses	257

Public Buildings

The Public Buildings Division of the Building Department had a very productive year. A new electrician was added to the maintenance staff which allowed additional work to be completed on a more timely basis. The division issued over 3,000 work orders to the tradesmen for various repairs to the School and Town buildings. There were also over seventy outside contractors utilized to do a variety of maintenance and repair projects. There were over 4,000 service orders issued for this work.

During the summer school recess, the tradesmen, working in conjunction with summer helpers, repaired and painted many school buildings. Numerous offices and classrooms were painted at the Baker, Devotion, Driscoll, Runkle, Pierce and Lawrence Schools and the High School. Three full-time and three summer painters worked for over two months painting these schools.

A new wall was installed at the Baker School to create two additional teaching spaces. The assistant principal's office and main office were painted and the hardwood floors were sanded and sealed. The heating system was also repaired. Numerous classrooms were re-carpeted at the Driscoll School and a new PTO room was made out of the old boys' locker room. A new modern fire alarm system was installed during the winter. Carpeting was installed at the Devotion School. A new air conditioning system was added to the main office. A new intercom system was also installed replacing the existing outdated system. A new roof and windows were put in place during the fall and winter months. Pierce School also received a new intercom system and a new air conditioning system was installed in the main office and computer room.

Roof repairs were completed at the Lawrence School and new sky lights were installed. New carpeting was put down in many classrooms. The LGI partition wall was repaired to make a space that could be divided into two rooms. The Old Lincoln School was rented out to an outside group for one year while plans were prepared to have the building reoccupied by the School Department for the High School Freshmen campus. Classrooms, offices, stairways and hallways were paneled at the Runkle

School. A hallway and a number of classrooms were recarpeted. New oil tanks were installed at the Lawrence and Driscoll Schools. New boilers were installed at the Driscoll School.

The department worked closely with the High School Project Oversight Committee architects and engineers and the School Department to prepare plans and specifications and bid the renovation project. The work started during the February vacation. The Building Department is monitoring the project to ensure a successful completion on time and within budget.

The new Municipal Center was also started. The department worked with the Public Works Department in planning this building.

Town building projects included numerous repairs made to the fire stations. Fire Stations 2, 5 and 6 were painted. A new storage room was built in the basement of Fire Station No. 2. Painting was completed at all three libraries. Some painting and minor repairs were completed throughout the Town Hall.

The Sewall School on Cypress Street was reoccupied by the School Department. It had previously been rented out. The tradesmen built new carpentry, electrical and painting shops. There had never been any shop space assigned to them. This building will provide the tradesmen with an area to work which will increase productivity and cut costs and time. The building is also being used as alternative office space by the School Department for those persons displaced by the High School renovation project.

Changes in the purchase of energy are imminent. Boston Gas and Boston Edison will no longer be supplying energy. The department will be working with the Purchasing Division to issue bids to purchase oil and gas from vendors. It is expected that energy costs will decrease once this happens.

The Town received a reimbursement check for \$25,000 from the State for the installation of a new oil tank at Town Hall and the removal of the oil tank at the Health Department. The plan is to continue removing and upgrading oil tanks throughout the Town until all tanks are addressed.

Building Commission

The Building Commission, in accordance with Article XV-A of the Town By-laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts, and maintains supervision of the Town's building program. The Building Commission works closely with the Board of Selectmen and using agencies and commissions.

The Building Commission consists of five members who are appointed by the Board of Selectmen. The membership includes a registered architect, a registered engineer, a licensed builder, and two citizens. The Building Commission Coordinator serves as the agent of the Building Commission, coordinates with various town agencies for study, design, construction, and major repairs, and acts as the Town's representative on these projects.

The renovation of the Brookline High School was bid and the contract awarded to TLT Construction Inc. of Wakefield. The Municipal Service Center was successfully bid and the contract awarded to J. Slotnik Company of Newton. Once the site is remediated, construction will start. Replacement of the fire alarm systems in the Driscoll School and High School was designed, successfully bid and constructed. The next phase of the fire alarm work at the Runkle and Pierce Primary Schools was designed and bid. A designer was selected and the study completed for sprinkler modifications at the elementary schools.

Phase I of the envelope repairs at the Devotion School was designed, bid and constructed. This included replacement of the roof on the 1952 and 1972 wings. The 1913 wing received a new slate roof and new energy efficient windows were installed. Repairs to the Lawrence School were completed, with masonry re-pointing, slate repairs, new downspouts, and gutter and snow guard

installation. The gutters, roof, and downspouts were replaced at Pierce Primary. New cast iron boilers were installed at the Driscoll School—cast iron boilers are now standard in a majority of the elementary schools.

Fuel oil tanks were replaced at the Driscoll and Lawrence Schools and the Putterham Meadows Golf Course as part of an ongoing program of tank replacement. We received a \$25,000 grant from the State for the previous replacement of tanks at the Town Hall.

The Commission completed designer selection and the design for a new energy management system for Town buildings; completed a study of the Soule Recreation Center to meet the departmental needs and provide handicap accessibility; installed new windows at the Soule Recreation Center gym; held a design competition for selecting a designer for the Senior Center; selected a designer for renovations and additions to the Baker School; selected a designer for the Lawrence School Feasibility Study; prepared drawings and specifications to repair the wall at the Lincoln School Boylston Street site; made improvements to the Soule Recreation Center Gymnasium; completed remediation at Driscoll School and the Putterham Meadows Golf Course site; and resubmitted Main Library renovation plans to the Commonwealth of Massachusetts for approval.

In the coming year the Commission will be involved with the High School addition and renovations and completion of the Municipal Service Center. The Commission will play an active part in both major projects to ensure that they are on budget and on schedule.

The Commission will also complete the design and bidding and start construction of the Senior Center and complete drawings and specifications for the Baker School addition and renovations.

Other projects will include envelope repairs to Devotion School, selection of a designer and preparation of plans and specifications to replace windows in the 1952 wing and the Health Center; completion of the design and start of construction of Phase I of the Main Library renovations; selection of a designer and preparation of plans and specifications for mechanical improvements to Town Hall.

The Commission will also complete the design and installation of fire alarm improvements at the Runkle School, Lincoln Boylston Street site and Pierce Primary; initiate the design and improvements to the fire alarms at Devotion School; complete the design and begin the sprinkler retrofit at the Driscoll School; and replace the exterior canopy and complete other repairs at the Town swimming pool.

Board of Examiners

The Board of Examiners was established under the Town of Brookline Building Code. Today this board is covered by the Massachusetts State Building Code. The Board consists of three members, an engineer, an architect and a licensed contractor, all appointed by the Board of Selectmen. The Board members are Israel Katz, Chairman, and Barnett Berliner. Julius Abrams, who had been on the Board since 1968, passed away in April. The Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal or demolition of buildings or structures in the Town of Brookline is performed by qualified licensed persons.

During 1996 a total of thirty-five applicants were examined and all were deemed qualified for licenses. The thirty-five new licenses were issued as follows:

1	Class A	Type 1 - Fireproof
2	Class B	Type 2A and 2B
4	Class A-B-C	
1	Class D-E	Type 3B and 3C
7	Class D	Type 2C
1	Class D-S	Exterior masonry
1	Class F	Frame
15	Class F	Limited
1	Class F-H-1	Frame/Demolition
1	Class M	Miscellaneous
1	Class S	Special Work

In addition to the newly issued licenses, 222 licenses were renewed.

PUBLIC WORKS

Administration

Under Commissioner A. Thomas DeMaio, management of Brookline's infrastructure and the provision of environmental services is the responsibility of the Department of Public Works. Roads, water supply, sewers, storm drains, public facilities grounds management, urban forest resources, and solid waste and recycling are all overseen by the department. Engineering services and motor vehicle equipment maintenance are also provided to all Town departments. The Department of Public Works is comprised of six divisions: Engineering, Highway/Sanitation, Water and Sewer, Park/Conservation Administration, and Cemetery. In addition, the department supports the activities of the Tree Planting Committee, Conservation Commission, Solid Waste Advisory Committee, and Trustees of Cemeteries.

The critical support functions of the department, including budgetary control, payroll processing, utility invoicing, purchasing, and billing, are ably provided by Eleanor F. Clancy and her staff of five employees. Scores of inquiries from citizens and businesses about water and sewer bills, the availability of recycling bins, rubbish pickup schedules, snow plowing, and many other questions regarding billing, service, and programs are fielded by the administrative staff on a daily basis.

The department's 179 employees provide the Town with essential services including the provision of drinking water, sewerage, drainage, park maintenance, tree management, storm damage response, snow plowing and road sanding, roadway maintenance, and environmental restoration. In addition to these critical functions, Transportation has been incorporated into the department. This consolidation will provide a higher level of service and efficiency to the community. Existing Public Works staff will assist Transportation in accomplishing a demanding work load.

The implementation of a mandated Federal Drug and Alcohol testing program for all employees providing safety sensitive functions such as operating and driving heavy equipment and maintenance was completed this year. This program is administered on a random basis and all employees involved are required to be tested when electronically selected. This program has been implemented nation-wide.

The Open Space Task Force was established to review

the maintenance and management practices of Town departments and boards, including the Park Division. The goal of the task force is to provide Public Works with all available resources to provide the expected level of service in managing open space. The department initiated a survey of nearby communities to assess and compare municipal open space management practices.

On December 5, 1996, a joint Memorandum of Agreement was signed for the cooperative maintenance of the Olmsted designed Emerald Necklace Park System by the Town of Brookline Department of Public Works, City of Boston Parks and Recreation Department, and the Metropolitan District Commission.

Curbside recycling survived a very stormy year. Prins Recycling, the organization contracted by the Town in 1995 to accept and market all our recycling product, experienced financial difficulties. This was primarily due to a serious reduction in the demand for news print overseas. Processing facilities could not market the news product. Public Works and the Solid Waste Advisory Committee



Signing of Memorandum of Agreement for maintenance of Emerald Necklace Park System.

negotiated a new contract with Browning Ferris Industries and as a result brought new life to the recycling program.

Israel Independence Day was again a tremendous success and brought thousands of participants to the Coolidge Corner and JFK area. Plans are underway for next year's event in the same place and Public Works is looking forward to providing whatever is necessary for the upcoming event.

Engineering Division

The major issues that the Engineering Division addressed this past year included the building of major facilities for the Department of Public Works, maintenance of roadways, environmental infrastructure improvements, and park and playground construction.

This was a banner year for the Engineering Division, with 34 contracts administered by the division, with a value of

\$15.1 million. Bids were received and contracts signed for the construction of the Municipal Service Center located on Hammond Street. The project includes the disposal of hazardous waste generated years ago when the site was being used as an incinerator. The sand and salt shed was completed and will provide a dry, safe, well-contained area for sand and salt that is needed to fight winter storms.

The final major contract of a three-year program for the cleaning and lining of water mains will result in an additional 3.94 miles of cast iron pipe being cleaned and lined. This cleaning and lining will improve the quality and quantity of water that is delivered to residents, as well as improving service.

The division doggedly searched for sewer cross-connections to the drainage system in the Tannery Brook, Village Brook and Longwood Drainage System. These contracts amount to over \$400,000 in value, and will result in the investigation of approximately 54 miles of the storm drain system. Over 500 suspect drain connections will be tested, and if found, eliminated from the drainage system. This is a very costly and time-consuming, but necessary project.

The Pavement Management Program, a computer based monitoring system, allows the department to look at the entire roadway system and address pavement needs on a priority basis. A total of 15.5 miles of roadway received some form of treatment, either reconstruction, resurfacing or cracksealing. Another 1,760 yards of patching was done to make immediate repairs. The State Highway Department, through its Chapter 90 Program reconstructed or resurfaced 7.92 miles. Sidewalks were also included in the survey process of the Pavement Management Program. This Pavement Management Program is being converted to an ARCSInfo Program language so that data can be incorporated into the GIS program.

Two significant projects are underway with the State Highway Department. The first is the Harvard Street Improvements, which includes extensive sidewalk and roadway work on Harvard Street, with heavy concentration in the J.F.K. Crossing area. The State signed a contract with J. Marchese and Son of Everett, in the amount of \$1,492,123. That construction, which will add needed pedestrian amenities, special street lights and many trees, is expected to start in late April of 1997. The second project is the Beacon Street Improvements; the Town entered into a contract with VHB to prepare design studies and

contract drawings for this major effort. The department secured a \$5 million grant from the State Highway Department to complete this project. To meet that effort, the Board of Selectmen convened a Project Advisory Committee, comprised of town/committee/commission members, representatives of the Chamber of Commerce, Town Meeting Members and residents to oversee that design effort. The PAC has been meeting monthly, and construction is expected to begin in 1998.

Park projects, which continue to be a focus of the division, saw the reconstruction of Emerson Gardens and the Heath School Courtyard, and work on Winthrop Playground, St. Mark's Square, and Amory Tennis Court. Soule Playground construction included two soccer fields, parking areas, tennis courts and playground equipment, adjacent to the Soule Recreation Center. This project was funded in part by the State, and has a construction value of \$686,000. The contract also incorporated sewer replacement and storm drain repairs. The construction project will be completed in the spring of 1997.

Considerable work effort was committed to reviewing and checking over 350 drawings of the Town's sewer, storm drain and Assessor's maps, which are being formatted by Camp Dresser and McKee (CDM) for inclusion in the GIS. The base data, which was a gift of Boston Edison Company, shows street, building and some topographic data. CDM is expected to deliver their product by the middle of February 1997.

On a daily basis the division provides engineering resources, and problem solving to all departments. The public has access to over 130,000 plans on file within the division. Surveyors use that resource to find lot data for Brookline properties. The division oversees the maintenance of Boston Edison street lights, plus the Town-owned street lights in commercial areas. Contracts are administered to provide 24-hour maintenance services for the Town's 53 traffic signals and 13 school zone flasher locations. Nineteen plot plans were reviewed and approved for new construction in the Town.

Highway and Sanitation Division

The Highway and Sanitation Division had an extremely productive year. Winter was not kind to the residents of Brookline when depositing a record 116" of snow accumulation. The major capital equipment replacement program certainly proved beneficial when new equipment and minimal down time prevailed with each storm. The combination of dependable plow vehicles and a contingency of committed personnel under the direction of Peter Sellers, Highway Director, made a noticeable difference in keeping roadways and sidewalks safe for all residents.

The Municipal Service Center continued to take center stage throughout the year. J. Slotnik Company of Newton, Massachusetts was awarded the contract for the project. The Department of Environmental Protection accepted the

submitted remediation plan by Camp, Dresser & McKee, the Town's Environmental Consultant. Remediation of the Hammond Street Site was scheduled for December 1996. It is hoped the construction and completion of the project will take approximately one year.

Roadway Maintenance

Roadway maintenance activities developed a wider scope of responsibility in 1996. This was a result of the Open Space Task Force review of park maintenance procedures. Given the limited amount of labor resources available within the Park Division, the Highway Division assumed an overlapping of supervision and construction

related work activities. This positive approach was displayed at the Runkle and Lawrence Schools with the construction of asphalt play areas, new curbing and walkways in an effort to eliminate erosion to turf areas. Commercial areas received more preventive maintenance in 1996 with the continued replacement of litter baskets and the pressure washing of sidewalks. Steel guardrail was continued on a section of Chestnut Hill Avenue to protect pedestrians and private property.

The sidewalk replacement program and street patching remained a priority throughout the year. This yearly program resulted in a long-term sidewalk management program being developed by Vanasse, Hangen and Brustlin Consulting of Watertown, Massachusetts. Peastone sidewalk replacement continued along with an effort to eliminate this maintenance intense type walkway by offering the abutter incentives to replace them with asphalt or concrete.

The winter of 1995-1996 had a total snow accumulation of .116". All Public Works, Police and Fire Department employees are to be commended for providing an outstanding level of service during these trying months. Cooperation among these departments was outstanding.

The Federal Emergency Management Agency visited Brookline during the winter months as a result of a snow emergency declared by the Governor on January 17, 1996. The agency team evaluated the extraordinary cost incurred by the Town and provided a 75% reimbursement for selected snow events.

Muddy River

A great deal of effort to alleviate graffiti along the River and Emerald Necklace continued throughout the year. Highway crews made walkway improvements where necessary and worked with Park crews and volunteers to increase the level of maintenance throughout the area.

Commercial Areas

Litter basket replacement with a new type container moved into the first phase. This concrete container with a light green color was selected by the Commercial Areas Committee. This program receives an appropriation of \$5,000 per year.

Motor Vehicle Management Program

The division maintains the Town's fleet of 376 pieces of motor equipment. Efficiency methods and equipment specification were modified to provide more quality service. These programs are being developed and will be in full operation for the move into the new Municipal Service Center.

Solid Waste Management and Recycling Program

Solid Waste Management is an essential Town function which consists of the collection and disposal of 15,000 tons of trash. Recycling and composting accounts for approximately 8,000 tons of material. Incorporated into this vital service is household hazardous waste collection and disposal. This program, a banner one day a year event, is sponsored by the Solid Waste Advisory Committee, League of Women Voters, and Public Works. The League also provides tire disposal for a minimal fee.

The recycling program experienced an extremely unstable year. This was due to the reduced demand for waste news print overseas. Prins Recycling Company, the Town's contractor, experienced financial difficulties as a result of the declining market. The department and the Solid Waste Advisory Committee negotiated a new contract for collection and marketing of the Town's recycled material with Browning Ferris Industries. This new contract brought new life to the curbside collection program. As a result, Public Works was able to submit a favorable recycling status report to the Department of Environmental Protection and the Town will sustain an above average mark for the year.

Water and Sewer Division

The Water and Sewer Division operates and maintains the Town's water and wastewater utility systems consisting of 355 miles of piping and appurtenances providing the entire population with reliable drinking water for both domestic use and fire protection and the collection of sanitary sewage and storm water drainage. The operation of all systems is done in strict accordance with all federal, state and local laws, ordinances and regulations to promote the health and welfare of the community.

Water Distribution System

Components of the water distribution system include 135 miles of mains, 2,011 main line valves, 1,501 fire hydrants, 9,413 service connections and storage facilities for nearly 14 million gallons of water. During 1996, the division installed, repaired or replaced 161 service connections,

repaired 36 service and main leaks, and repaired or replaced 102 fire hydrants. Emergency response was provided for 615 requests and 502 water quality and pressure complaints were investigated and resolved. The division purchased 2,426 million gallons of water from the Massachusetts Water Resources Authority (MWRA) and generated \$6,652,847 in revenue from retail water sales.

Pursuant to Massachusetts Drinking Water Regulations, the Cross Connection Control Program is responsible for the survey of all public and private facilities and the approval and semi-annual testing of all backflow preventers. Since its establishment in 1989, the program has identified over 1,500 violations town-wide requiring the installation of 725 backflow preventer devices installed on irrigation systems, fire sprinkler systems and high hazard plumbing systems. Testing of these devices by division staff generated \$47,450 in revenues in 1996. Installation

of backflow devices in public facilities continued on schedule with completion expected in 1998.

Using plans and specifications prepared by the Engineering Division, bids were received in March for the final three-year, area based water main rehabilitation project, which was awarded to W. Walsh Company and begun in July. This project will be completed in FY99 and will be followed by a one-year project to cement-line the low service transmission main from Fisher Avenue to Beacon Street.

During 1996, the metering and billing staff maintained 9,315 water meters, handled over 1,800 requests for information and assistance, efficiently and courteously resolved nearly 3,000 billing complaints, and processed nearly 40,000 utility service invoices.

Wastewater Collection Systems

The wastewater collection system is made up of two independent piping networks consisting of 103 miles of sanitary sewers which discharge directly to the MWRA interceptors for treatment at Deer Island and Nut Island and 117 miles of storm drains which collect runoff and roadway drainage from 2,344 catch basins. In 1996, emergency assistance was provided for 314 requests involving broken, plugged or backed up sewers and drains and 31 blockages were repaired. Division personnel made structural repairs to 209 catch basins and manholes and performed routine cleaning of 2,004 basins generating nearly 1,450 tons of sand and debris. Removal of accumulated debris in catch basins is extremely critical to the efficient operation of the storm drain system and the prevention of excessive amounts of sediment discharged to the Town's waterways. Total operation and maintenance costs for wastewater collection were offset by \$8,185,681 in revenues generated by the sewer use charge. The administrative staff of the division processed and reviewed 29 applications for Licensed Drainlayers and issued 54 permits for repairs to existing sewers and drains and installation of new connections.

Over \$1 million in sewer system improvements were completed in 1996 using funds appropriated at the 1995 Annual Town Meeting and MWRA grant/loan funds for infiltration and inflow removal. Estimates indicate that over 200,000 gallons per day of wastewater flow was removed from the system thereby reducing total sanitary discharge to the MWRA system. Improvements included the replacement of mains, the in-place lining of mains, spot repairing and the sealing of manhole structures and leaking pipe joints at various locations. The reduction of wastewater flows continues as a high priority now that MWRA charges are based on metered flow.

Investigation of the Village and Tannery Brook drainage systems continued in 1996 under contract with Earth Tech, Inc. (formerly Whitman & Howard, Inc.). Completion of the search for illicit sanitary connections to the drains has been granted an extension by the EPA and remediation is scheduled for the spring and summer of 1997 with completion mandated by December 1997. The division remains totally committed to the removal of sewerage from the Town's

drains and ultimately from waterways and continues the search with staff routinely.

As a result of proposals submitted in 1996, the Department of Public Works engaged the services of BETA Engineering, Inc. to prepare a Wastewater System Master Plan which will investigate and analyze the wastewater systems. The Plan, when completed in 1997, will identify and prioritize all future improvements and provide the Town with a recommendation list based on economic and environmental costs/benefits to rehabilitate both the sanitary sewer and storm drain systems over the next two decades.

In 1996, the division received a new pipeline inspection unit which now provides the Town with the capability to utilize closed circuit cameras to inspect and record the condition of the wastewater systems.

On September 23 and October 20, the Town experienced two unprecedented storms which dumped over 16 inches of rainfall and caused widespread flooding. Rainfall intensity records indicate that the storms represented 50-year and 100-year frequency events respectively. Over a five day period following the October storm, division staff



New Pipeline Inspection Unit

responded to nearly 250 requests for flooding assistance as a result of surcharged sewers and drains. In addition, storm surcharges caused the collapse of 140 feet of sewer main on Chestnut Street requiring continuous by-pass pumping and extensive repairs to both the pipeline and the roadway. Many of the problems experienced during both storms have been referred to the Wastewater System Master Plan for resolution.



Chestnut Street Sewer Collapse - October 20, 1996

In September, the Director of the Water and Sewer Division, Andrew M. Pappastergion, was elected to a fifth term as Chairman of the MWRA Advisory Board, on which he has served as the Town's representative since 1985. In 1996, the Board, which is made up of representatives from each of the 60 cities and towns comprising the MWRA district, was instrumental in obtaining additional debt service assistance from the Commonwealth resulting in less severe rate increases. The Board was also successful in

its efforts to reduce the size of the Deer Island Treatment Plant in agreement with Judge Mazzone of the federal court. The major goal for 1997 will be to obtain increased federal and state assistance for the Boston Harbor Project with emphasis on the water supply where the expenditure of significant funds for the MetroWest Tunnel and the Wachusett Water Treatment Plant will occur over the next decade.

Park Division

Public Grounds

The year 1996 was a productive one for the Parks Division. The Knyvet Park Landscaping Program was completed. Multi-stem dogwoods were planted at the St. Paul Street side of the park; the park is enjoyed by all and has received many compliments.

Play equipment for the Waldstein Tot Lot was installed, including new swings and a platform glider. The drinking fountain in the Tot Lot was generously paid for with funds provided by HOPE (Help Our Parks Endure). Additional drainage improvements were made to the middle ballfield. All the fields were overseeded and fertilized to promote vigorous growth of the turf grass. The pathway between the Tot Lot and the swing sets was paved to reduce erosion and improve access in the park.

The Griggs Park neighbors met regularly with the Design Review Committee to develop final plans for park improvements. A new pathway, improved drainage, and a wide variety of plantings are scheduled for the upcoming year.

A Design Review Committee was formed to explore ways to spend the \$50,000 Town Meeting allocation at Larz Anderson Park. Continued improvements to the Pavilion are included in the allocation, with an improved walkway, fencing, and lighting set as priorities on the site. The perimeter walls surrounding the Larz Anderson Park will be evaluated for their condition. Recommendations for wall repairs, together with a cost estimate for work, will be prepared.

The Parks Director, Paul Willis, served as a liaison from the Town to the Museum of Transportation's Board of Trustees. The Museum, located at Larz Anderson Park, is reviewing and improving its program offerings to Brookline citizens.

The Schick Park Design Review Committee continued its review of renovations at the park throughout the year. New age-appropriate play structures for tots and pre-teenage children are scheduled for installation. Landscape plans call for additional shade trees with a sodded and irrigated playing field.

The Friends of the Brookline Reservoir generously provided funds for the planting of several new trees in the park. Large sugar maples and a series of dogwood hybrids were planted. Additional plans call for the installation of park benches and cherry trees at several new locations surrounding the Reservoir.

The Town Hall Parking Lot Renovation Plan continued to take shape. The Parks Director provided ongoing support and advice to the design team. The final design will include a new irrigation system for Town Hall green spaces and a variety of new tree species.

The success of the flower barrels in the Town's commercial areas continues. Requests for additional flower barrels increased this year. There are now a total of 253 flower barrels in four separate commercial areas. On Beacon Street there are several new locations which have been created for flower and shrub planting. In Washington Square, R. Brown Partners Real Estate has sponsored a landscape project alongside the MBTA right-of-way. In between Washington Square and Coolidge Corner, the law offices of Merrill and McGahey, as well as the real estate agency Hunneman & Company-Coldwell Banker, have sponsored attractive planting beds. Rotary International is sponsoring the tree, shrub and flower plantings at the Webster Street site. Flowering bulbs were added to this site in the fall. The Pear Tree, a business on Beacon Street, has taken the spaces surrounding many of the streets in Coolidge Corner and transformed them into bright and colorful flower beds. At Beacon and St. Paul Streets, the Holiday Inn staff has transformed the MBTA trolley stop into a well-managed location for seasonal flowers.

The joint Brookline/Boston "Bridging the Emerald Necklace" Project is moving toward the bidding and construction phase. The two bridges spanning Brookline and Boston are located at Brookline Avenue and Chapel Street, adjacent to the Longwood "T" Stop. Both bridges span the Muddy River. Re-pointing and replacement of capstones are a part of this project. Landscaping and erosion control will be completed following the stabilization of the stonework.

The Olmsted park restoration plans have been finalized with the full support of the Friends of Olmsted Park. The plans include closing the Riverdale Parkway to vehicular traffic and redesigning the parkway for pedestrians and a dedicated bike path.

On December 5, 1996 a maintenance Memorandum of Agreement for the Olmsted designed Emerald Necklace Parks was signed between the Town of Brookline Department of Public Works, the City of Boston Parks and Recreation Department, and the Metropolitan District Commission. The signing of this Memorandum of

Agreement marks a commitment to bringing management of this historic park system closer to a unified system, for the benefit of the park users and the environment. The Town of Brookline is committed to bringing to reality the restoration of the Emerald Necklace. Donna Kalikow, Chairman of the Board of Selectmen, noted in her remarks at the signing that "...the Town is working hard to clean up the Muddy River, the centerpiece of the park system; to restore the landscape through major capital projects; improve and enhance our management practices... Brookline, Boston, the MDC, and all volunteers will continue to work together to find new and better ways of restoring, preserving, and protecting the Emerald Necklace Park System."

Highlights of the Memorandum of Agreement include:

- 1) Providing a Boston Park Ranger from April through October to patrol from the Sears Parking Lot to the Jamaica Pond.
- 2) Providing a ten-person Boston Youth Clean-up Crew (BYCC) which will work from the Sears Parking Lot to Jamaica Pond.
- 3) Providing a Brookline Forestry Crew to perform tree work from Jamaica Pond to the Sears Parking Lot, in addition to standard maintenance of the Muddy River Park and Olmsted Park.
- 4) To cooperate in deploying a maintenance crew provided by the State Metropolitan District Commission.
- 5) Brookline and Boston agree to share the \$5,000 cost of matching funds to supplement the \$10,000 MDC share.

School Grounds

The Design Review Committee for Baker School met to review plans for a new multipurpose playing field. Coordination with the School Department is an essential element in this project. The School Department is renovating the wing on the southwest side of the school. The project may include temporary use of the Baker Ball Field as a staging area. Plans for the field include regrading, irrigation, an additional play structure, a redesigned basket-

ball court, and new fencing. The renovation of the playground and play structure at Heath School is complete. The PTO assisted in developing a design for the Courtyard. Funds for the planting were donated by the PTO. Special credit is due to two PTO members, Carla Benka and Susan Amory. They were instrumental in coordinating the design, raising the funds, and once the trees and shrubs were planted, coordinating a watering schedule during the summer months to assure their survival.

At Lawrence School, the Parks Division Director, Paul Willis, met with a group of interested PTO members, school administrators, and a landscape designer to develop a plan for the front of the school. The Highway Director coordinated the walkway improvements, which included the addition of a new concrete path, fence repairs, the widening of the public access to the ballfield, and new bike racks. The Longwood Playground adjacent to the Lawrence School underwent a significant renovation. The old soil was completely removed, new sub-drainage was installed, and the entire field received a layer of thick, green sod. The field was ready to use in eight weeks.

Pierce Park Ballfield also received a newly sodded field. At both Longwood Playground and Pierce Park, the irrigation system was monitored by the Water Division, repairs were made, and the systems were put back into service as soon as the sod was installed.

At Baldwin School, a new resilient play surface was applied, outdated equipment was removed, and new fencing was installed surrounding the Tot Lot.

The renovation at the Soule Recreation Center is progressing on schedule. Both fields will be regraded, the irrigation system installed, and the areas hydroseeded. The play structure has been upgraded with a new resilient surface underneath the structure. Planting beds for the children have been installed. New swings will be ready to use in the upcoming season. The new fields will provide much needed space as the soccer program in Brookline expands. A new computerized work request form has been developed by Public Works to track requests for service generated by commissions, boards, and other departments.

Cemetery Division

The Trustees of Cemeteries met throughout the year to review and sign deeds and to approve improvements to Brookline's historic cemeteries. Several specified sections of roadway at Walnut Hills Cemetery required repair. The Highway Division, as part of its expanded responsibilities, completed the work with good results. The Water Division continued to replace outdated water pipes throughout Walnut Hills Cemetery. This work will be phased over the next four years to accommodate the increased requirements for water. The brochure detailing the history of Walnut Hills was updated and revised.

The Cemetery Trustees reviewed the by-laws. After a careful review, a new set of by-laws was approved. The search for additional burial locations at Walnut Hills continued.

A discussion of the proper place for a columbarium was discussed by the Trustees. A new section for full burials was surveyed by the Engineering Division. Lots in the new section are now being sold.

The review of cemetery software for an improved database at Walnut Hills continued. It is the goal of the Trustees to have a state of the art program in place within the next three years to locate burial plots and assist the staff with requests for historical information.

Landscape Designer Jan Childs added new plantings to the main entrance of the Cemetery as part of the planned yearly improvements. The Cemetery staff received many compliments during the year regarding the high quality of care and maintenance at both Walnut Hills Cemetery and the Old Burying Ground at Walnut Street.

Forestry Division

The Tree Planting Committee met regularly during the year to coordinate the extensive street tree planting program. A total of 254 trees consisting of 58 species were planted in Brookline streets and parks in 1996. Chairperson Corliss Engle and members Hugh Mattison and Phil Hresko worked tirelessly to identify new locations for street trees. The Committee also revised the tree selection and planting process. A consulting arborist was hired to select the species for each planting site, as well as to oversee the installation.

A new program to plant along Washington Street was incorporated into the 1996 Tree Planting Program. A total of 120 individual trees of 11 species were planted on Washington Street from Cypress Street to the Boston line. The Back of Sidewalk Planting Program continued; trees planted on private property have a better chance of long-term survival.

The Geographic Information System for trees is in the development process. New computer-generated workforms for the tree crews are being created by the Town's Information Services Department. The Tree Planting Committee continued to evaluate new species of trees. Currently, 27% of Brookline's street trees are Norway maples. The importance of species diversification becomes evident when a new insect pest or disease is found. Thousands of American Elms, once the predominant species found on Brookline streets, succumbed to the Dutch Elm disease.

The Parks and Forestry Director met with utility company representatives, including Boston Gas Company, Nynex, Brookline Cablevision, and Boston Edison to promote improved cooperation and improve their respective pruning and excavation practices around Town-owned shade trees. At Longwood Mall, a plan to mulch the historic European beech trees was developed. The Parks and Forestry Director applied for a \$5,000 grant from the Department of

Environmental Management. The Town match will come from the Longwood Mall Beech Tree Fund, strongly supported by the neighbors and the Friends group. This is part of a program to preserve the Beech trees planted by David Sears 157 years ago.

Brookline's hemlock population is being threatened by the migration of the wooly adelgid insect. The adelgid is believed to be a native of Asia and is a serious pest to Canadian hemlock and Carolina hemlock. Arborist George Barlow of the Forestry Division has found infestation in some of the Town's hemlock groves: Walnut Hills Cemetery, Putterham Woods, and behind the Baker School in the D. Blakely Hoar Sanctuary. White cottony sacs at the base of needles are good evidence of the insect. These sacs resemble the tips of cotton swabs or a light snowfall.

The hemlock wooly adelgid feeds during all seasons. It is dispersed by wind, birds and mammals. By sucking sap from the young twigs, the insect retards or prevents tree growth, causing needles to discolor and drop prematurely. The loss of new shoots and needles seriously impairs tree health, which can cause defoliation and eventual tree death, within one to several years. If an infestation is suspected, a Massachusetts certified arborist should be contacted to examine the trees and make recommendations for control measures.

The town was delighted to be named Tree City USA and receive the special "Growth Award" for achievement in education and public relations and developing new partnerships, in particular, the Tree Planting on Private Property Program. Tree City USA is a community project sponsored by the National Arbor Day Foundation in cooperation with the National Association of State Foresters, the USDA Forest Service, the US Conference of Mayors, and the National League of Cities.

Transportation Division

The Transportation Division provides staff support to the six-member Transportation Board. The Board is appointed by the Selectmen and serves as the exclusive authority in creating traffic regulations. The Board also oversees all modes of transportation, including automobiles, trucks, public and private bus lines, parking, bicyclists, and taxi cabs. The Transportation Division administers the monthly overnight sticker parking program and the guest parking program. The staff prepare reports for various departments and the Board of Selectmen and provide backup information for all of the Transportation Board's public meetings.

The taxi industry was a major focus over the past year. During the annual licensing process, new standards for the age of vehicles were established. They require, beginning July 1, 1997, that vehicles cannot be older than five years

at the time of licensing. This standard should upgrade the appearance of taxis on the street. New rates were requested and that issue was placed under study by the Board, with the goal of relating driver standards and training to any rate increase. That study is ongoing in a cooperative effort with the taxi industry. A request to allow a trial period of one year for long-term leasing (ten years) was declined.

Traffic calming, as a town policy, is being reviewed by the Board. The study should be completed in 1997. The Director continued to monitor Boston College development, along with game day parking plans.

Preparing a traffic and parking plan for the High School Renovation Project demanded a substantial amount of the Director's time. That proposal was approved by the School Committee and Transportation Board and was implement-

ed on January 21, 1997. The primary focus of the plan is to protect school children during the three-year construction period, provide neighborhood and teacher parking, and reduce the flow of traffic in the neighborhood.

During 1996 the traffic signals and rerouting of Route 9, Chestnut Hill Avenue, Lee Street and Heath Street were completed. This project, finally implemented after almost 30 years of debate, is functioning beyond expectations.

Transportation Access Plans, as required by the Zoning By-laws, were approved for Walgreen's Drugstore on Harvard Street, the CVS, and Gulf Station on Route 9, the Goddard House on Chestnut Street, and the Chestnut Hill

Life Care Facility on Tully Street.

The Director is a member of the MBTA Technical Advisory Committee for the development of service standards, oversees the key station proposed reconstruction on Beacon Street, and is a member of the MBTA Advisory Board, Service Committee.

The Director was Chairman of the Joint Regional Transportation Committee, which is charged with providing public participation as the Transportation Committee of the Metropolitan Planning Organization (MPO). The MOP was restructured to allow more input from cities and towns during his term.

Conservation Commission

The Brookline Conservation Commission is responsible for the implementation of environmental laws and regulations, environmental planning and assessment, and management of conservation areas. The Commission administers and enforces the Massachusetts Wetlands Protection Act through the review of permit applications and the issuance of Orders of Conditions, Determinations of Applicability, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program, the local noise control by-law, and other environmental requirements. Environmental surveys and studies involving pollution, flooding, open space, and environmental quality are conducted. The Commission oversees the Town's Open Space Plan and manages conservation areas and conservation restrictions. In addition, the Commission seeks and administers grants and coordinates volunteer activities to maintain public open spaces.

Conservation Areas and Open Space

The Conservation Commission is responsible for the management of 56 acres of conservation land at the Hall's Pond, Amory Woods, D. Blakely Hoar, and Lost Pond Sanctuaries. The restoration of Hall's Pond Sanctuary continues to be the Commission's priority project. Based on an extensive community planning process, the Massachusetts Audubon Society Extension Service prepared a well-received Sanctuary Plan to guide restoration work. Over 30 public meetings were held by the Commission to solicit information and discussion on community concerns and preferences. Commissioner Barbara Mackey, a professional planner with the National Park Service, coordinated the plan preparation. Among the public meetings was the Annual Meeting of the Friends of Hall's Pond held on April 11, 1996. The meeting drew 100 attendees to hear Christopher Leahy, Conservation Director for the Massachusetts Audubon Society, speak on "Urban Edens" and for a presentation of the draft Sanctuary Plan.

The Sanctuary Plan has begun to yield results. A Section 319 Nonpoint Source Pollution Prevention Grant of

\$68,757 from the state Department of Environmental Protection was awarded to the Town for the Plan's wetlands restoration element. The Plan recommends the restoration of about one acre of wetlands adjacent to the pond for water quality and wildlife habitat improvement and to serve as an ecological connection to the nearby Amory Woods Sanctuary. To support this portion of the Plan, the Commission became the first participant in the GroWetlands Program of the State Wetlands Restoration and Banking Program. The program makes technical advice available to the Town for the wetlands restoration design. Commissioner Mackey and Conservation Director John Bolduc spoke about the Hall's Pond project at the annual Wetlands Restoration and Banking Conference held in Worcester.

In anticipation of the vegetation management elements of the plan, the Commission presented a workshop for volunteers on invasive plant identification and management, which was attended by members of the Friends of Hall's Pond interested in assisting in the control of invasive plants such as asiatic bittersweet.

The next step in the Hall's Pond Restoration Project is to hire design professionals to prepare plans and specifications for construction. The Commission is aiming to break ground during the summer of 1997.

The Lost Pond natural area, which includes the Town's conservation area, the Metropolitan District Commission's Lost Pond Reservation and Hammond Pond Parkway, and the City of Newton's Kennard Park and Conservation Area, covers about 130 acres of contiguous land. The Commission is supporting the Friends of Lost Pond in several projects. Commissioner Marian Lazar has acted as liaison to the Friends. The Metropolitan District Commission supplied lumber and a leader for the construction of a bog bridge to the pond to replace a haphazard crossing. Over a dozen volunteers pitched in to build the bridge. At the Friends' request, the Public Works Department mowed the field adjacent to the old incinerator, which has been growing in with woody vegetation. The Commission is supporting the Friends' efforts to obtain a grant to inventory the natural resources of the area and establish a basis for an area-wide management plan.

The Commission engaged the Conway School of Landscape Design in the preparation of a conceptual plan for improvements to the D. Blakely Hoar Sanctuary. The plan addresses redesign of the boardwalk and trail system, entrances, and signage. A public meeting was held to present the plan for comments. About 20 neighborhood residents attended the meeting, out of which grew efforts to establish a Friends group. In a related matter, the Metropolitan District Commission acquired the adjoining 45-acre Hancock Woods parcel located in West Roxbury, which had been targeted for development. Governor William Weld visited the site on July 10, 1996 to celebrate the acquisition. The Commission had commented extensively on the proposed development, expressing concern for the impact on the area's ecological integrity.

The Conservation Commission and Preservation Commission began joint negotiations with the developers of the Longyear Museum property for a perpetual conservation and preservation restriction. Town Meeting in rezoning the parcel required the preservation of six acres of open space. Commissioner Stephen Burrington, an attorney at the Conservation Law Foundation of New England, is working on this initiative.

Various community events were supported by the Commission. The annual Fall and Spring Cleanups and several bird walks were held at Hall's Pond Sanctuary. The Alpha Phi Omega service organization of the Massachusetts Institute of Technology conducted a cleanup at Amory Woods. Employees of the Viacom companies came to Brookline for the second year in a row to conduct a cleanup along the Muddy River and to remove the deteriorated sections of boardwalk at the D. Blakely Hoar Sanctuary. The Commission collaborated with the New England Aquarium and the Boston Parks and Recreation Department to present the Freshwater Fair on the banks of Leverett Pond on October 5, 1996. The Commission is working to bring the event back in May 1997 with more involvement from the town's schools. A tour of the conservation sanctuaries was conducted on May 19, 1996, which was attended by over 25 Town board members and citizens.



Hall's Pond Cleanup

Open Space and Environmental Planning

In 1993, the Conservation Commission's Open Space Subcommittee was established with members drawn from all relevant town boards and commissions. The Subcommittee is co-chaired by the Conservation Commission, represented by Joanna Wexler, and the Brookline GreenSpace Alliance, represented by Mary Dewart. The Subcommittee holds four yearly meetings to track the implementation of the Open Space Plan, address new and relevant issues, and help coordinate the efforts of participating boards and departments. Discussion topics have included the State Open Space Bond Act, the search for additional playing fields, park and sanctuary Rangers, the Hall's Pond Sanctuary Restoration Project, traffic calming, and the Visions of Green Community project.

The goal of Visions of Green Community, a Multi-Media Environmental Festival and Celebration, is environmentally sensitive and sustainable growth. It will develop over several years as local environmental awareness is implemented in classrooms and schoolyards, and in neighborhoods through a variety of community gatherings, highlighted by celebrations including environmental films, tours, entertainment, and art exhibitions. Visions of Green Community is co-sponsored by Brookline GreenSpace Alliance and Coolidge Corner Theatre Foundation. Among its supporters and participants are the Brookline Board of Selectmen, Brookline Public Schools, Brookline Conservation Commission, Brookline Public Library, Boston University Center for Energy and Environmental Studies, and the New England Aquarium.

John Bolduc, Conservation Director, is representing the Town on the MassPort Airside Review Committee. The Committee is reviewing various proposed changes at Logan Airport, including the construction of a runway to support commuter aircraft. Commissioner Stephen Burrington is serving on the Beacon Street Project Advisory Committee. Betsy Shure Gross and Joanna Wexler are representing the Commission on the Selectmen's Open Space Task Force, which is examining the management of open space in Brookline.

Environmental Protection, Wetlands, and Floodplains

The Muddy River continues to require a significant amount of the Commission's staff resources. Monthly meetings of the Muddy River Action Group are attended at which issues are discussed and information is exchanged among the representatives of state agencies, Brookline and Boston boards and departments, and citizen organizations. The Conservation Director also participates in the U.S. Environmental Protection Agency's Task Force 2005, which was established to coordinate stormwater management in the lower Charles River basin with the goal of restoring the Charles River to swimmable and fishable status by Earth Day 2005.

The Army Corps of Engineers continued to develop its Feasibility Study of water quality improvement measures.

Completion of the study has been delayed, but is expected to be issued in February 1997. The Corps is expected to recommend a flow augmentation project to improve the water quality of the river. This project would involve pumping water to a point just below Route 9 and discharging it over a cascade to aerate the river. This project would be one major step in the restoration of the Muddy River.

The flood of October 1996 put the Muddy River at the forefront of public attention. Due to nearly eight inches of rainfall, the river rose and backed up storm drains. While the river itself was largely contained within the flood control berms and walls that run through the park system, surcharging in the storm drainage system appears to have caused a large volume of water to enter the MBTA's Kenmore station through the portal at the Fenway Station on the Green Line. As a result, the MBTA incurred tens of millions of dollars in damage as well as service disruption. Damage to residential properties in the Monmouth Street and Brook Street areas was also significant. To take steps to reduce future flood damage, the Commission worked with the Department of Public Works to develop an application for hazard mitigation grant funds from the Federal Emergency Management Agency (FEMA). In addition, the Army Corps of Engineers was contracted by FEMA to conduct an assessment of the flood and recommend measures to prevent or reduce future flooding. A significant flood also occurred on September 18, 1996, which inundated Olmsted Park and the Riverway.



Riverdale Parkway Flooding

Stormwater management is becoming an increasingly important issue for the Town. It is a general misconception that road and other surface runoff is collected by catchbasins and discharged into the sanitary sewage system for treatment. In fact, most storm drains discharge to rivers, ponds, and wetlands where they deposit sediment and pollutants. To educate the public on how the storm drainage system works and the impact on the Town's water resources, the Commission has supported the storm drain stenciling program of the Friends of the Muddy River. Students from the Lincoln School were enlisted to stencil

"don't dump" messages next to catchbasins around the school. The Commission has also applied to the state Lake and Pond Program, Coastal Zone Management Office, and Massachusetts Environmental Trust for grants to support further stormwater activities.

Commission News

The Board of Selectmen reappointed Barbara Mackey to the Conservation Commission and appointed Werner Lohe to fill the vacancy left by Frederick Perry, who decided not to seek reappointment when he was elected President of the Brookline GreenSpace Alliance. The Commission was very fortunate to add Rebecca DiNoia Tonkinson to the staff as Conservation Assistant. Ms. Tonkinson also supports the Solid Waste Advisory Committee and park and forestry programs.

Sara K. Wallace, longtime grants administrator for the Town of Brookline, was named by the Conservation Commission as "Lifetime Benefactor and Protector of the Brookline Environment" for her three decades of work on behalf of the town's open spaces. Mrs. Wallace was presented with the award at a public event on April 2, 1996. Speakers included Congressman Barney Frank, Senator Lois Pines, Chair of the Board of Selectmen Donna Kalikow, Republican National Committeewoman Jody Dow, Betsy Shure Gross and Joanna Wexler of the Commission, Edward Handy of the National Community Development Association, and State Director of Conservation Services Joel Lerner.



Grants Administrator Sara K. Wallace and Congressman Barney Frank

RECREATION DEPARTMENT

The Park and Recreation Commission consists of seven residents appointed by the Brookline Board of Selectmen. The Commission is a policy making board responsible to the Town for providing year-round high quality indoor and outdoor recreation activities for children and adults. The goals of the Commission are to deliver programs that meet cultural, social, mental and physical needs and to present them at well maintained parks and facilities. Safety and quality are paramount. The Commission is grateful to the public for supporting the continuation of all ongoing programs and the addition of many new quality programs. The Selectmen, Park and Recreation Commission and Recreation staff are especially indebted to the numerous volunteers and citizen groups who contribute their time, energy, and resources toward the improvement of town facilities, parks, and recreation programs.

The RAFT program (Recreation Activities for Teens), created in 1992 in response to the findings of the Town's Youth Steering Committee, continues to expand. Over 860 teens have joined RAFT. A new addition to the RAFT Clubhouse, located at the Soule Recreation Center, is a pin-ball game donated by a Brookline citizen; there is no charge for the RAFT members to use this game. The RAFT teen dances continue to be very successful, and have proven to be a tremendous social gathering for Brookline's 6th, 7th and 8th grade students. The first dance of 1996 was attended by over 500 students, a new attendance record! The RAFT clubhouse, in conjunction with the School Department, is now being used by the Winthrop House of Brookline High School. Many other activities were also quite successful including an overnight camping trip to New Hampshire, an all day ski trip to Wildcat Mountain, summer trips to amusement parks, and extended hours at the RAFT Clubhouse.

Programs for senior citizens and membership in the Brookline Golden Age Club continue to expand. Ongoing activities include monthly meetings with entertainment, the senior shopping bus to neighboring malls, and the ever popular spring, summer and fall day trips. These day trips include visits to the North Shore Music Theatre, a Foliage Trip, Foxwoods Casino, a Day at the Races, and the Boston Flower Show. The Brookline Golden Age Club was founded in 1953 and continues to flourish today.

The pool staff continues to make adjustments to meet the needs of Brookline's citizens. New program offerings include: private swim lessons, diving lessons, Saturday Aqua Babies class, and the new Dry Land Club. Once again, the Brookline Recreation Swim Team, 220 strong, had a very successful swimming season. The many hours of practice, and the high level of competition exhibited during the swim meets, has proven that this group of fine young people are truly champions. Thank you to all the parent volunteers who assisted the swim team members and coaches during the past year. The purchase of a new Colorado Timing System for the team (50% of the funds

used to purchase this item were donated by the parents and children of the swim team) will contribute to the enjoyment of each participant for this upcoming season. Installation of an Ionization System, which reduces the use of chlorine in the water by 80%, has been a tremendous success. With the assistance of the State Department of Public Health and the Brookline Health Department, this new Ionization system has made swimming at the Brookline Pool a very enjoyable experience. Swimming is a life-long sport and critical to the health and well being of the community. Stop by the Brookline Swimming Pool, 60 Tappan Street, site of the first indoor swimming pool in the United States of America, and enjoy a safe, clean aquatic facility that offers a diverse modern program.

The addition of CD-Rom Computers to the Larz Anderson Day Camp was the first step in upgrading the technological offerings at the recreation camps. Children, ages 4 to 13, were delighted with the opportunity to have new experiences in cultural arts, crafts, athletics, nature, and outdoor adventures. Daily swimming lessons are offered through this program. The counselor in training program has been very successful in preparing young people to enter the job market. The attendance at the extended day camp (later hours for working parents) increased by 30% in 1996. The CDBG Youth Employment Program, a federally funded program to provide employment for Brookline resident youth between the ages of 14 to 21, has been most valuable in assisting with the daily operation of the day camps. All CDBG youths are placed within various town departments or agencies. The majority of these placements take place during July and August, although some youths are placed in year-round part-time jobs. The Hire One Program, a partnership between private business and the Town to find additional jobs for youth, placed 42 young people in private sector positions for the summer.

Improvements at the Putterham Meadows Golf Course continue. A new above ground gasoline tank was installed and the original underground tank was removed. New stairs were installed at the third and first tees. Renovation of the third and sixteenth tees was completed. Located in the south section of Brookline, adjacent to The Country Club and Pine Manor College, Putterham Meadows is a fine 18-hole golf course designed and built by Stiles and Van Kleek during the Great Depression and opened in 1933. The residents of Brookline pay a reduced rate for season and greens fees. All non-resident rates are appropriate and within scale for public golf courses in the Greater Boston Area. The Park and Recreation Commission and the golf course staff are very pleased with the progress of the Junior Golf Program which is developing into a top rate children's event. The Park and Recreation Commission was pleased to sponsor the third annual Youth Sports Organization Tournament, as a way of assisting these Brookline volunteer organizations in their annual fund raising efforts.

The purchase of a new twelve passenger van has enabled the department to expand its transportation capabilities for various programs including After School Enrichment, RAFT, Morning Play Group, and Day Camp. Transportation for the After School Enrichment Program and RAFT now includes stops at every grammar school in Brookline.

Many programs are operated at the Main Gym Facility. Over 500 children participate in the Youth and Travel Basketball Leagues; all youth and travel basketball league teams are coached by parent volunteers. The program's objective is to offer a recreational basketball league with emphasis on participation, not winning. The Men's Senior Basketball League, Junior Wrestling, Tap and Ballet Classes and Indoor Tennis round out the Main Gym programs. The rehabilitation of the weight room will be completed in early 1997 thereby allowing patrons to have a complete choice of activities. Thank you to the Building Department for their quick response after the flooding in October, which impacted all areas of the Main Gym Facility.

Tennis, both indoor and outdoor, continues to be a very popular activity throughout the Town. The reconstruction of the clay surface tennis courts at Amory Park was started this fall and will be completed early spring 1997.

Although space prohibits mentioning each program, this report should include a brief word about other new and continued offerings: Morning Play, for younger children ages 3 years, 6 months, to 4 years, 11 months; S.O.S. (Shovel Our Snow), a referral service for citizens who need assistance in shoveling their walks and driveways; the First Annual Road Race was conducted on Flag Day; the After the Prom Party, a fun event for the graduating seniors of Brookline High School organized and conducted by parents and High School staff and Recreation Staff to ensure the availability of safe activities following the senior prom; and a new developmental hockey program for students in grades 7 and 8 operated in conjunction with the Athletic

Task Force. Also, renovation of the Soule Gymnasium was started. All children enrolled in skate lessons received a safety helmet. The Park and Recreation Commission participated in the following Design Review Committees: Schick Park, Griggs Park, Soule Playground, Larz Anderson Park, St. Mark's Square, Baker Playground Equipment, Brookline Avenue and Emerson Park.

The Park and Recreation Commission and the Recreation staff look forward to implementing new and exciting programs for 1997. The accomplishments of this



Reception in honor of Walter Elcock's retirement from the Park and Recreation Commission after 21 years of service.

past year were the result of the concerted efforts of the Board of Selectmen, various Commissions, various Town departments, staff, numerous volunteers, and our patrons.

The members of the Recreation Department are proud of our varied accomplishments and look forward to working with the Selectmen, boards, commissions and committees, and the general public during the coming year to fulfill the recreational needs of the residents of our community.

PUBLIC SCHOOLS

The Students and the Schools

Eight K-8 elementary schools feed into Brookline High School. As of January 31, 1997, there were 6,085 students enrolled in the Brookline Public Schools in grades kindergarten through twelve; 4,377 in the elementary schools and 1,708 at Brookline High School. Over 640 of these students require help with their English, either in the English as a Second Language Program (ESL) or in a Transitional Bilingual Education (TBE) program. These students represent 35 language groups, with Hebrew, Chinese, Japanese, Russian and Spanish accounting for over 75% of these students. Of the total school-age population, more than 30% of the students are from homes where English is not the first language. The nonwhite population of the school is 29%; 13% Asian, 11% African American, and 5% Hispanic.



Photo: Kay Canavino

The Staff

Brookline employs more than 600 teachers, counselors, and administrators in its schools. The administrative staff includes Superintendent of Schools James F. Walsh, three Assistant Superintendents, a Director of Personnel, eight elementary Principals, a High School Headmaster and Assistant Headmaster, Curriculum Coordinators and Supervisors of the Libraries and Adult and Community Education Program. The activities of the professional staff are supported by approximately 200 civil service personnel. Today we teach students with a wider range of needs, yet our students continue to be academically successful: a higher percentage of Brookline High School graduates go on to four-year colleges than 15 years ago; College Board scores have increased over the past five years; and Brookline's scores on state curriculum assessment tests in mathematics, science, social studies, and reading are dramatically higher than the state average and considerably higher than communities similar to Brookline.

This year the School Department welcomed Patricia Walsh, Special Education Administrator and Joseph

Mauro, Curriculum Coordinator for Career Education at Brookline High School.

Pat Walsh has been in education for twenty-seven years serving eight years as a teacher and the last nineteen as a special education administrator. Her Bachelor's degree is in elementary education from the former Boston State College and her Master's degree is from Boston College in special education. She also holds a C.A.G.S. in educational administration from Northeastern University. Pat's most recent position was as the Administrator of Special Education in Canton. She writes, "I am deeply committed to the achievement of equal educational opportunity for all children and would like to ensure that the goal of inclusion encompasses the broad spectrum of diverse learners that attend the Brookline Public Schools."

For Joseph Mauro career education is a matter of common sense. At some point in everyone's life, whether after four years of post-secondary liberal arts education, or during high school, choices have to be made and information has to be gathered to find an occupation. His vision of career education begins with two concepts that mark a departure from the traditional model of vocational education at the high school. First, career education is for everyone, and need not be confined to a pre-selected group of students who don't have plans to attend college. Second, career exploration should begin before students enter the high school. He believes that "...all kids should be able to avail themselves of information about careers. But there are different levels of need for guidance and support... It is the school system's responsibility not only to provide students with quality career education information, but also to help individual students construct programs that are tailored to their interests." Joseph Mauro received his doctorate in Education from the University of Massachusetts and most recently was Principal of Winthrop High School.

Program Highlights

Standardized Test Scores

In November, the Brookline Public Schools administered the Iowa Test of Basic Skills for the fourth time. This standardized test is designed to improve instruction by helping school districts see how they measure up with respect to certain basic aspects of the instructional program related to reading, language and mathematics. It was the first administration of this test that alerted the school system to lower than expected performance in reading at the third grade level and in math computation. Since the spring of 1994, administrators and teachers have been engaged in a variety of efforts to raise performance in these areas. A high performing school district overall, Brookline Public Schools typically measure in the top decile nationally in nearly every area tested, but in order to remain in the top decile and to improve on an annual basis, constant effort is required. Since 1994, gradual improvements have been taking place and this year, thanks to hard work and the col-

laborative support of the community, of administrators and especially of teachers, demonstrable and measurable improvement can be cited. In the fall 1996 administration of the ITBS, Brookline scored above the 90th percentile in 35 out of 39 possible categories. Third grade mathematics computation scores, in the 45th percentile in 1994, rose to a notable high at the 89th percentile this fall. In reading at grade 3, a gain of 18 points has raised district-wide performance from the 78th to the 96th percentile, and has reduced the percentage of students reading below the 50th percentile to 16.5 %.

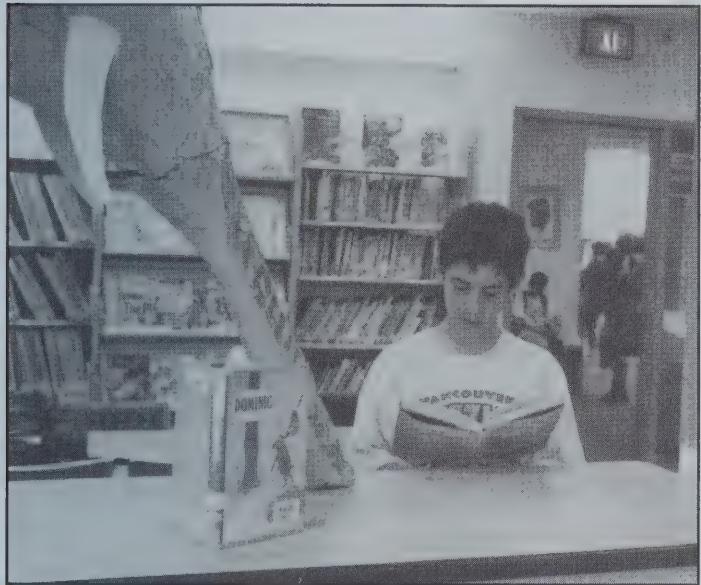


Photo: Kay Canavino

Technology Update

Navigating the unpredictable and treacherous seas of 21st century technology can be a harrowing experience, even for the most seasoned teacher. "Is a network really as intricate and as difficult as it seems?" "Is it possible that young minds really find instructional technology nearly invisible?" "Is the hardware I just ordered already obsolete?" These are the questions which haunt administrators and teachers as they prepare to make the important financial and educational decisions destined to bring classrooms and entire districts into unfamiliar and largely uncharted seas. The Brookline Schools have been facing these and other questions over the past few years and have put in place programs and strategies to address them. Apparently the State Department of Education believes that what we have learned might be useful to other districts. The Brookline Public Schools were recently recognized as one of thirteen Massachusetts school districts to win a competitive Lighthouse Grant for \$30,000. As a result of its outstanding leadership in educational technology, Brookline was chosen to serve as a "lighthouse district", to gently guide other school districts through the many potential and real pitfalls of gearing up to change the way schools work through the integration of instructional and administrative technology. As a "Lighthouse" system, we will provide seven opportunities this spring for other Massachusetts districts to visit

Brookline to see our technology in action and an intensive summer institute focused on networking, instructional tools and the Internet. The final outcome of this grant will be the addition of our new Learning Expectations as an integral part of our WebSite.

In addition, because the Brookline Public Schools is one of only 25 districts statewide to have successfully completed its Five-Year Technology Plan and to have submitted a technically feasible plan for networking all our buildings to provide Internet access to every classroom, we will be among the first to benefit from the passage of the Massachusetts Technology Bond Bill. The school system will receive \$181,000 this year to implement the proposed plan which is scheduled for completion by early fall 1997.

The Brookline Early Education Collaborative

The Brookline Public Schools in collaboration with Communities United Inc. (Brookline's Head Start provider) recently received a three-year grant of \$125,000 per year from the Massachusetts State Department of Education to provide affordable, high-quality, full-day and full-day, full-year services for 3-4 year old children. A majority of the funding will provide new early childhood education services for families with low incomes from diverse cultural, linguistic and economic backgrounds. The Brookline Early Education Collaborative (BEEC) will:

1) Establish a new full-day Brookline Early Education program with 80% enrollment from children of working families; a full-day, full-year Head Start program and subsidized placements in the Rainbow Preschool/ Day Care Center.

2) Establish a comprehensive professional development program. BEEC will establish a professional development partnership with the *Eliot Pearson Child Study Center* at Tufts University to provide all project staff with a developmentally based, customized, on-site inservice-training program and other workshops for community providers.

3) Provide high quality support services. A social worker will conduct family outreach activities, coordinate health and special services, observe children and meet regularly with the classroom teaching team.

The project will also come to play a central role in Brookline High School's Child Study Program, a program intended to influence attitude and practice of present and future caregivers/educators. In September 1997 the project will relocate to renovated space at Brookline High School. Barbara Murphy, Brookline's Early Childhood Specialist, will be the Project Coordinator.

Teachers as Scholars

This year the Brookline Public Schools established a new professional development program, the *Teachers as Scholars Program*, at the Harvard Graduate School of Education. *Teachers as Scholars* is a collaborative project involving ten other area school districts—Boston, Cambridge, Lexington, Needham, Newton, Lincoln-Sudbury, Concord-Carlisle, Watertown, Wellesley and Weston, the Harvard Graduate School of Education, and

the American Council of Learned Societies (ACLS). The program is funded through school district membership fees, a grant from ACLS, and support from the Harvard Graduate School of Education.

The Teachers as Scholars Program provides twenty-five K-12 Brookline teachers with the opportunity to reconnect to their content areas, become engaged in scholarly issues, and work with their colleagues from other districts. Seminars, led by faculty from Harvard and other area universities, are offered throughout the school year and range from one to six days in length. The seminars are conducted at the Harvard Graduate School of Education during the school day and participants have access to university resources while participating in the program.

November 15 marked the beginning of the program with Linda Wells, Humanities and Rhetoric Chair at Boston University, conducting her seminar, "New Scholarship in the Humanities - Who Needs It?" Other workshops include a six-day seminar on the Civil War and Reconstruction led by William Gienapp, Harvard University; a seminar on the connections among romantic, modern, and postmodern poetry, led by Dr. Jean Paul Riquelme, Chair, English Department, Boston University; a one-day seminar by Helen Vendler, Harvard University, on Blake's *Songs of Innocence and Songs of Experience*; a presentation by Susan Ware, Visiting Scholar at the Schlesinger Library, on the history of feminism; and a four-day seminar on "The Languages of Literature and Film" led by Jeff Kline, Boston University.

The Teachers as Scholars Program builds upon other Brookline professional development projects including National Endowment for the Humanities institutes and the American Council of Learned Societies recently concluded three-year humanities reform project. All of the projects underscore the School Department's commitment to continually provide opportunities for teachers to engage in scholarly activities. The Brookline Foundation has provided partial funding for Brookline's participation in the program.

The American Council of Learned Societies US-China Teachers Exchange Program

The Brookline Public Schools is pleased to be a participant in the ACLS US-China Teachers Exchange Program—a three-year project funded by the Freeman Foundation. Maureen Turley, Brookline High School English Department is spending the 1996-97 school year teaching at the Beijing No. 12 Middle School. Tang Yan is her exchange partner and is teaching Chinese at Brookline High School.

The teachers participating in the first year of the US-China Teachers Exchange Program traveled in August 1996 to their posts in the host country. The American teachers are all teaching English in "key" middle schools (highly selective schools equivalent to the US grades 7-12) in Beijing, Changzhou Jiangsu Province), Chengdu (Sichuan Province), Dalian (Liaoning Province), Hohhot (Inner Mongolia), and Suzhou (Jiangsu Province). Most

teach students; some teach teachers; and many do both. Their living arrangements vary from single rooms and apartments in university guest houses to apartments on the grounds of the participating middle schools. The Chinese teachers have diverse assignments in the Boston area, four sites in Colorado, Milwaukee, and New York City. Some are teaching Chinese language and culture courses; some are teaching English as a Second Language to recent immigrants; some are teaching or co-teaching core curriculum courses. Some of the teachers live with American host families; others share apartments with Americans or other Chinese teachers.



Photo: Kay Canavino

Foundation Grants

Karen Gallas, Lawrence School has been awarded a \$90,000 grant by the Spencer Foundation for her project, "Teacher-Initiated Professional Development: The Lawrence School Teacher Study Groups." The project examines a long-term, teacher-initiated professional development effort located at the Lawrence School and is describing the conditions that support or hinder such efforts, the process and development of two active groups, and the impact such groups have on life in classrooms and in the school at large. Using ethnographic methods, the project is focusing on the insights that practitioners can provide into long-term professional development for teachers. It is providing a close description of the history and ongoing processes of the Lawrence School Teacher Study Groups over a two-year period and is incorporating data gathered by 15 teacher investigators on the relationship between participation in the groups and practice in the classroom.

Vivian Troen, Devotion School, and her colleague Katherine Boles, have recently received funding from the MacArthur/Spencer Foundation for a three-year \$150,000 grant for their project, Analyzing the Process, Conditions and Arrangements that Support Teacher Learning in a Successful Professional Development Site. The study will provide a more complete understanding of what is required to enable teachers to improve their practice. It will deepen the knowledge and understanding of the process, conditions, and policy arrangements that support teacher learn-

ing. Their research will provide researchers and policy makers with important long-term data on an innovative approach to professional development for teachers. Ms. Troen and Dr. Boles are the founders of the Learning/Teaching Collaborative, a teacher-initiated Professional Development School operating in Boston and Brookline. Since its founding at Devotion School in 1987, it has grown to include five Brookline schools and one Boston public school.

Steve Griffin, Lincoln School, coordinates the Brookline Teacher Researcher Seminar (BTR) which recently received a \$250,000 five-year grant from the Spencer Foundation. The Brookline Teacher Researcher Seminar is a collaborative group of classroom teachers and academic researchers at the forefront of teacher-researcher movement in this country. Current Brookline teachers in the project are Mary Oldenburg from Lincoln, Jim Swaim from Devotion, Roxanne Pappenheimer from Brookline High School, and Karen Gallas from Lawrence.

Using classroom talk as our focus, the teachers investigate how children use language to both develop and express their understandings of the curriculum and the social contexts of learning. The participants also look at the talk of instruction, and study how the language that teachers use as teachers can both facilitate and obscure learning for children.

Adult and Community Education Program

The Brookline Public Schools' Adult and Community Education Program, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond.

Offering a curriculum of over 500 courses in addition to special and ongoing civic projects during the fall, winter, spring and summer, the program has grown to over 17,000 enrollments. The program provides courses for adults, school children, and introductory language training for new residents and older adults.

A broad menu of adult courses are offered which reflect community interest in the world, including Chinese, Japanese, Russian, French, Spanish, Arabic, Irish and Vietnamese language instruction. Students discuss world affairs and global investing and explore the ethnic music, dance, and cooking of many cultures. Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest.

Each term, regular program offerings include humanities, music, dance, exercise, arts, computers, cooking, business, and investment courses for various skill levels. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople, and professional educators.

Throughout the year, the Brookline Adult & Community Education Program sponsors a number of special events such as the Issues in Social Justice Series, Evenings with Distinguished Persons and the Thursday Evening Lecture Series.

The Brookline Adult & Community Education Program also presents musical events and concerts. In celebration of Black History Month, the eighth annual Gospel Jubilee, held at the United Parish Church in Brookline, featured four outstanding nationally recognized gospel groups. This year's sold out performance was attended by over 900 people.

Ongoing co-sponsored courses with various town agencies, such as the Council on Aging, Brookline Community Mental Health, the League of Women Voters, and the Brookline Public Library continue to be mainstays of the program.

BA&CEP has made continued progress in reaching out to people with disabilities, most notably by providing sign language interpreters for the hearing impaired. Currently, building on the success of a project that encouraged Brookline High School students with developmental disabilities to attend our courses, BA&CEP spearheaded a campaign to encourage disabled adults residing in community group homes to pursue their interests as part of the greater mainstream community by attending adult education classes.

Most recently, BA&CEP introduced the Medical Careers Certificate Program, which provides an opportunity for part-time students to earn the skills and experience necessary to pursue careers in the areas of Medical Front Office, Medical Transcription, Medical Coding, and Third Party Billing. Through a combination of classroom sessions and internship training, students receive the knowledge and hands-on experience necessary to enter these fields.

Members of Telling Your Story: Senior Seminar in Autobiographical Writing, a Brookline Adult & Community Education Program course for older citizens co-sponsored by the Council on Aging, saw the publication of their work in a second volume published by BA&CEP, titled *At the Center of a Life, Volume 2*. Along with photographs and video tapes, the book was presented to the Brookline Public Library for public circulation and viewing. Copies of the book are available from the Brookline Adult & Community Education Program at \$15 each. Proceeds go towards the publishing of further works. Through its proud tradition of public schooling, the "business" of Brookline has always been education. The Brookline Adult & Community Education Program built on this tradition, expanding the concept of community education to serve the many diverse constituencies which make up the Brookline community. Our goal is to continue to bring the community together in its essential work-education for the improvement of the quality of life for all its members.

LIBRARY

General

The year 1996 was another busy one for the Public Library of Brookline. Circulation in FY96 totaled 687,542 items, a 3% increase over the prior year. Circulation increased in all three libraries. In FY97 a greater percentage of the library materials budget is being allocated for the purchase of children's materials. This change is being made in response to the increased portion of total usage which is attributed to children each year.

Staffing

There were a number of major changes in library staffing during 1996. In February, Karen O'Donnell Leach became the new Branch Librarian at the Putterham Branch Library. Karen's prior experience included work at the Winchester Public Library. Teresa Kerrigan and Nathan Kenyon joined the staff as Library Assistants at the Putterham and Main Library. There were also major changes to the custodial staff. In April, Todd Walker resigned to return to school and pursue a career in electronics. In July, Morris Beaton, Senior Custodian at the Main Library, retired after 35 years of service. Richard Reed, custodian at the Coolidge Corner Branch, also resigned in July after over 20 years of service to pursue a full time career in real estate. One month later, Edward Hill retired after 30 years of service.

With almost 90 years of combined service, the departure of these employees was a significant loss for the library. They will all be missed a great deal. In light of Town Meeting's vote to study the possibility of consolidating all custodial services under the Building Department, an interim plan was developed to maintain all three libraries while this study was undertaken. Barbara Radley was appointed Senior Building Custodian. Patricia Giddings and T. J. Mattimoe were appointed junior custodians. In addition, four part-time houseworkers were hired and assigned to the branch libraries. This interim plan remained in effect through CY96. We expect a report on the possibility of future consolidation will be completed prior to the 1997 Spring Town Meeting.

Service

During 1996 continued emphasis was placed on the incorporation of new information technologies and providing additional training for both staff and patrons. During the year over 100 training sessions were provided for the public on the use of the Internet and other information sources. A number of additional electronic databases were made available to the public at the Main Library.

With the cooperation of the Assessors Department, updated real estate assessment and tax information was made available to patrons via a computer terminal in the Reference Department. The Reference Department coor-

dinated an ongoing program of staff training and development. During the year, more than 20 hours of training and development activities were provided for all staff members.

Volunteers continue to play an important role assisting staff and patrons in a variety of ways. At the end of 1996 the library enjoyed the support of 40 volunteers who provided an average of 112 hours of service each week.



Ragna Spitzer, South Brookline Garden Club, cares for a plant at the Main Library.

Working in conjunction with the Brookline Council on Aging, a new program, the Library Connection, was established in the spring of 1996. This program recruits volunteers to deliver books to homebound senior citizens. In addition to providing access to library materials, this program provides an important social contact for seniors who might feel isolated in their homes.

The Brookline Library Music Association sponsored ten concerts in 1996, with an average attendance of over 50. The Telling Tales series continued, presenting ten programs during the year, including local authors Sarah Smith and Victor Walter. This year's series was coordinated by Ina Friedman, a Brookline author, who took over for long-time leader Edith Pearlman, who spent the year in Israel.

Renovation Plans

In January 1996 the architectural firm of Perry Dean Rogers and Partners (PDR) was hired to assist the

Trustees in the development of a schematic design for the renovation of the Main Library. An initial study completed in 1995 demonstrated the feasibility of renovating the Main Library building. Although this plan met all of the program needs of the library, it raised concerns regarding the impact this plan would have on the landscape surrounding the library. PDR was able to develop a plan which met the functional needs of the library without adversely impacting the site. This plan enjoyed the support of both the Brookline Preservation Commission and the Greenspace Alliance. PDR's plan dramatically increased the amount of publicly accessible space, replaced closed stacks with open accessible shelving for public use, created an open and inviting children's room, and provided a floor plan which could be easily adapted to meet changing needs.

In April, Brookline was one of 92 communities to apply to the Massachusetts Board of Library Commissioners for funding to assist in this project. Unfortunately, our application was not one of those approved in this round of funding. The process was useful, however, in that it provided positive feedback including a number of suggestions as to how the design could be improved. As 1996 drew to a close, the Trustees and staff were in the process of revising the design and preparing a second application to be submitted in February 1997. If this application is approved, the State would provide approximately one-third of the total cost of the project.

The Board of Library Trustees has committed themselves to conducting a major fundraising campaign to support this project. The Trustees have pledged to raise \$1 million from private donations to assist the Town in making this project a reality. A Volunteer Leadership Cabinet was formed in the fall of 1996 to begin to expand the library's fundraising efforts.

Friends of the Library

The Friends continued their ongoing support of library services in 1996. Their contributions included the purchase of books on tape, Chinese language materials, video cassettes, large print materials, and display furniture. They also funded a series of summer programs for children, and staff development activities. The ongoing book sale area in the lobby of the Main Library, first established in 1995, continued to be very popular with library users. The 22nd annual book sale held in October was once again attended by hundreds of book lovers from all over eastern Massachusetts.

Schools

The Library and the Brookline Public Schools continued to work together during 1996. Seventeen orientation sessions were held at the Main Library for 6th grade students. In September approximately 250 children and parents attended Pierce School Night at the Library. That evening more than 60 children received library cards for the first time, and hundreds of items were borrowed by these first time library users. The Library also continued to be an active participant in the School Department's K-3 Literacy Initiative.

The Trustees and staff wish to acknowledge the ongoing support provided by the Board of Selectmen, Advisory Committee, Town Meeting, and most importantly, the residents of Brookline. We look forward to continuing our efforts in 1997 to provide the residents of Brookline the best library service possible.

PLANNING AND DEVELOPMENT

Planning Board and Department

Organization and Function

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on town planning and community development issues. Robert De Vries continued as Chairman and represented the Board on the Beacon Street Improvements Project. Dixon Bain continued as Clerk and represented the Board on the Housing Advisory Board. Jerome Kampler represented the Board on the Open Space Plan Committee and served as Chairman of the Design Advisory Team on the Longyear property. Kenneth Goldstein represented the Board on the Moderator's Committee on Home Professional Offices, the Subcommittee on Zoning related to Affordable Housing, and as Chair of the Design Advisory Team on the Chestnut Hill Life Care project. Mark Zarrillo represented the Board on the Open Space Committee and as Chair of the Design Advisory Team on the Healy Garden Property, 131 Newton Street.

The Planning Department serves as staff to both the Planning Board and the Board of Selectmen. The department, with six full-time professional planners plus the Housing Rehabilitation Office, is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen. Clerical support is provided by Senior Secretary Linda Hickey and CD/Rehab Secretary Derick Yung.

Jay Woodward continued as Brookline's representative on the Metropolitan Area Planning Council, serving on the Council's Executive Committee. He also continued to serve on the Massachusetts Environmental Affairs Secretary's Technical Advisory Committee on the State-wide Comprehensive Outdoor Recreation Plan. Further, he represented the Town at numerous Urban Ring Compact meetings, along with representatives of Boston, Cambridge, Somerville, Chelsea, and Everett, to explore the possibility of a cross-town rapid transit system linking the existing radial "T" lines.

Senior Planner Polly Selkoe provided administrative and technical support for the Senior Center Project which included a design competition for choosing an architect to design the Senior Center for 93 Winchester Street. Neighborhood meetings were also held to determine issues of most concern to the surrounding area.

Zoning and Development Review

The Planning Board reviewed 58 Board of Appeals cases in 1996, compared to 64 cases in 1995, reflecting a stable trend in development. Design review of signs, awnings,

and facades decreased slightly from 103 to 97, bringing the total 1996 case load to 155, compared to 167 last year. Senior Planners Polly Selkoe and James White researched the zoning cases, staffed the design advisory teams, and guided the applicants/developers through the planning process and the Board of Appeals hearings. Senior Planner Ty Zeigler prepared the design review reports and presented them to the Planning Board.



CVS/Gulf Station on Boylston Street

The Planning Board prepared extensive reports for the Board of Appeals with proposed safeguards, including the reuse of the Longyear estate for a 49-unit condominium development, the relocation of the Longyear Museum to Dunster Road, the proposed Life Care Facility and parking garage on Tully Street, and the residential redevelopment of the Healy Garden Center on Newton Street for eight single family homes. The Planning staff also completed follow-up review related to fulfillment of Board of Appeals conditions, including design review and provision of affordable units, for Goddard House, a 115-unit assisted living facility at 165 Chestnut Street.

Design Advisory Teams were formed to assist the Planning Board in its review of 49 units of condominiums at the Longyear Property, the Life Care Facility on Tully Street, and the Healy Garden property, 131 Newton Street.

Design review of signs, awnings and commercial facades is an important responsibility of the Planning Board in preserving the appeal of the Town's commercial areas. Attractive signs approved in Coolidge Corner included Learning Express, Starbucks, Focal Point, and Carvel. The improvements in Brookline Village include Minuteman Press, Matt Murphy's, the new Dunkin Donuts at 20 Boylston Street, and Fashion Statement. Also an eye-catching Finagle-a-Bagel sign on Boylston Street in



New Sign - Commonwealth Avenue

Chestnut Hill was approved. On Commonwealth Avenue, the Kidney Center has finished its renovation including a new sign, and the Cafe Japonaise has opened as an attractive restaurant. In Washington Square, the new awnings at Indian Cafe and Colortec have improved the streetscape, and a wonderful new facade renovation from Family Restaurant to Alco Jewelers is soon to begin.

The Planning staff has also provided technical advice to the Economic Development Officer and her Economic Development Advisory Board (EDAB) and is working cooperatively with EDAB on facilitating current appropriate development proposals and related zoning amendments.

Zoning Amendments

The Planning Department prepared zoning reports for Fall '96 Town Meeting consideration on zoning changes to allow greater flexibility for developer's compliance with the Zoning By-Law's affordable housing requirements.

Community Development Block Grant Program

Two years ago, HUD replaced its planning and application submissions for community development formula grants with a single document, the Consolidated Plan. Last year was the first year the Town produced its One Year Action Plan of the Consolidated Plan. Needs were analyzed, and the Town committed federal resources based upon recommendations by the CPR CD Committee working with the Housing Advisory Board to give input to the Block Grant and HOME programs.

As a step to simplify the grants management process, HUD introduced to the formula communities, a grantee driven system, the Integrated Disbursement and Information System (IDIS). This is to be a grantee's primary tool for data collection and financial management. The responsibility for these functions will be shared between CD Administrator Gail M. Lewis and Senior Accountant Janice B. LaVoie. IDIS is intended to support the Consolidated Plan reporting requirements. The Town is presently wait-

ing for HUD to convert our data and put us into production.

A slight reduction in CDBG funding did not translate into a reduction in projects funded. The Town committed its \$1.9 million funding allocation to twenty-nine projects. Funds designated for the architectural plans and specifications for Project Senior Center were released at the beginning of the fiscal year, and the Town held a design competition to choose an architect for the project. In keeping with public/private partnerships, the Town committed itself to a joint venture with the Coolidge Corner Theater to make the passageway between the theater property and the CVS property handicap accessible from Harvard Street to the Centre Street parking lot. Funds for these projects coupled with those committed to other community facilities projects accounted for 25% of all CDBG funds allocated.

Maintaining its commitment to improving open space and parks, three CD eligible parks were funded for rehabilitation - Emerson Gardens, Olmsted Park, and St. Mark's Square. Emerson Gardens has now been completed, and



Emerson Gardens

St. Mark's Square is under construction. Olmsted Park is a multi-year project, and improvements will continue based on the Master Plan for the Emerald Necklace.

Housing Policy Planning

Housing policy planning continues to be a major activity within the Planning Department due to significant changes in the policies and procedures for housing assistance from the U.S. Department of Housing and Urban Development (HUD) and the loss of all local rent control protections for those low-income elderly, handicapped, or families income-qualified to remain under rent control until December 31, 1996.

As required by HUD, the Town prepared a one year action plan outlining its overall plan to provide affordable housing, a suitable living environment, and expanded economic opportunities for low- and moderate-income persons in the Town over the next year. The resources incorporated in this one year action plan reflected the housing goals and strategies incorporated in the five-year Consolidated

Plan. They included CDBG and HOME funding, as well as Section 8 Certificates, Section 8 Vouchers, and other state housing subsidies to the Brookline Housing Authority, along with other sources of private funding. At the state and local level, the Town is now faced with the final impact of Ch. 282 Acts of 1984, which mandates the end of rent control protections for units occupied by certain income qualified families, elderly, and handicapped residents. Seventy or so of these residents living in condominiums automatically lost rent control protections as of December 31, 1995, and the remaining 400 or so living in rental units lost their rent control protection as of December 31, 1996.

Town Meeting voted to create a Moderator's Committee on Housing at its annual meeting in May of 1995. This Committee was established to review the Town's existing affordable housing policies and available housing resources, to investigate the scope and impact of the removal of rent control protections on its low- and moderate-income residents, and suggest programs and strategies to deal with the negative effects of this loss of rent protections. The Moderator's Committee finished its task with a report to the Fall 1996 Town Meeting and was dissolved on December 31, 1996. Senior Planner Robert Leigh was the staff to this Committee and continues his responsibilities as staff to the Housing Advisory Board as well.

The Selectmen re-allocated CDBG funding to retain a housing access specialist and an additional social worker to help low-income residents of the Town who were losing their rent control protections. Their prime objective is to contact each income qualified resident still under rent control, assess their situation, and provide them with assistance in a broad range of activities, such as completing BHA applications or Section 8 Certificates, locating subsidized housing outside the Town, dealing with landlords, and with moving if necessary.

At the same time, the Housing Resource Committee continues to meet regularly with the housing counselors to provide advice, recommend strategies, and assist with difficult situations. This committee consists of two Selectmen and representatives of the Brookline Housing Authority, the Council on Aging, other agencies and departments, and landlords of both conventional and assisted housing developments.

Special Counsel Sara Wallace and Mr. Leigh also prepared the HOME Project Agreement and all necessary appendices for the Brookline Improvement Coalition, a qualified Community Housing Development Organization, to receive two HOME grants, one of \$350,000 and one of \$300,000, to purchase and rehabilitate two SRO properties on Beacon Street for low-income housing. One will be occupied by low-income individuals, with preference for tenants who lost their rent control protections, and the other will help low-income women and their families.

Housing Programs

The Town's Housing Rehabilitation Office (HRO) continues to provide low-cost loans, grants and rebates to low and very-low-income property owners and their tenants

throughout the Town. Program Coordinator Bruce Genest has managed a wide variety of Federal and State funded programs to provide financial and technical assistance to eligible applicants. Ray Therrien has continued as the HRO's Rehabilitation Specialist, working directly with applicants and their contractors. Sara Wallace provided legal assistance and guidance with all negotiations, mortgages, liens and contracts.

The HRO, utilizing the CDBG Revolving Loan Fund, provided financial and technical assistance to complete repairs and substantial improvements in seven units during 1996, with total public and private investment of more than \$63,090. In addition to CDBG funds being used for rehabilitation purposes, an additional \$37,500 of financial assistance was provided to assist three low income home buyers in the purchase of affordable housing (condominiums).

The HRO has provided both financial and technical assistance for the purchase of a single room occupancy (SRO) rooming house within the Town. A \$300,000 grant was provided to assist in the purchase of a 17 room property on Beacon Street. With the Town's HOME funded assistance, owner cash, and a first mortgage, this purchase has allowed the owners of this project to set aside all 17 of these units to remain rent affordable to low-income tenants for 20 years.

The HOME program also provided assistance to five families seeking to buy affordable condominiums within Brookline through our Down Payment Assistance Program (DPAP). A total of \$87,000 in no cost loans were utilized to assist these low/very-low-income families in purchasing their condominiums. The HOME funded DPAP leveraged an additional \$292,000 of private financing to make affordable home ownership a dream come true for these families.

The HRO has provided financial and technical assistance to preserve and make affordable 32 units of rental and owner-occupied housing within 1996. A total of \$967,000 of private and public monies have been invested within the Town to meet these needs.

Capital Improvements Program and Technical Services

The Planning Board has continued the Capital Improvements Program process, reviewing proposed capital expenditures of Town departments and evaluating them in terms of priorities, fiscal impact, and relationship to the Comprehensive Plan. The Board has worked closely with the Town Administrator who includes the Capital Improvements Program within his annual Financial Plan which he submits to the Board of Selectmen. This year the proposed Program will be more firmly grounded financially because of the fiscal limits recommended by the Town Administrator and adopted by the Selectmen. The Capital Needs Assessment of all Town and school buildings, a high priority of the Planning Board, was recently completed and will be important in the formulation of the CIP in the future.

As in previous years, the Planning Department provided technical and design services to many town agencies, citizen groups, and individuals. Department staff attended more than 200 evening meetings during 1996. Planning staff Ty Zeigler and John Furlong assisted the Park and Recreation Commission in capital programming and

design for park and playground renovation. Community facilities worked on were the High School, Main Library, and Town Center. Soule Playground is nearly completed, while design work continues on Griggs, Baker, and Schick Playgrounds.

Housing Advisory Board

Town Meeting established the Housing Advisory Board in 1987 as successor to the Town's Affordable Housing Committee. The Housing Advisory Board assists the Selectmen in setting priorities for the use of federal housing funds and in monitoring their use and effectiveness. The Board's activities include holding public hearings to receive citizen input and working with Planning Department staff both to frame and to implement the Town's affordable housing initiatives.

Charged with addressing affordable housing issues and opportunities in Brookline, Board members bring diverse career experience and perspectives on housing which complement the professional full time staff at Town Hall. This diversity is also reflected in the Board's structure.

HOUSING ADVISORY BOARD - 1996-97

Member	Appointed by
Roger Blood*	Selectmen
Valerie Zimber	Selectmen
Dixon Bain	Planning Board
Richard Benka	Selectmen
Deborah Bickoff	Rent Control Board
Leslie Fabian	Housing Authority
W. Rufus Phillips**	Selectmen

*Chair **Vice Chair

Federal funds for affordable housing from the US Department of Housing and Urban Development (HUD) come to Brookline through various programs and channels. Nearly 90% of federal funding for Brookline affordable housing goes to support low-income rental housing administered by the Brookline Housing Authority. BHA's federal funding is used both to maintain and improve the Authority's own properties and also to assist low-income residents with rental vouchers and certificates to secure private housing they can afford.

The remaining HUD funds available to Brookline, including Community Development Block Grants and HOME program funds, offer the Town more discretion to target other specific needs. The Town's eligibility to receive HOME funds is conditioned by HUD upon membership in a four-community consortium consisting, in addition to Brookline, of Newton, Watertown and Waltham.

The Consolidated Plan. The Town is required to prepare and annually update a Consolidated Plan for federal affordable housing assistance. A major responsibility of the Housing Advisory Board is to provide member input and conduct public hearings to assure that the Consolidated Plan is both workable and reflective of the communities needs and desires. Central to this Plan is the setting of priorities for the deployment of limited resources. Current top priorities include:

Supporting the Town's non-profit housing development corporation, known as the Brookline Improvement Coalition (BIC) in its successful effort to acquire and renovate two 17-room lodging houses that will be permanently affordable for low-income residents;

Providing opportunities for low-income renters to become first time homeowners in Brookline;

Channeling resources to meet the needs of low-income persons in transition from rent-controlled to market rent housing as identified by the Town's Housing Resource Counselor.

Single Room Occupancy Housing also known as SROs or lodging houses, have proven to be effective in helping low-income adults avoid homelessness. While private SROs have become scarce in Brookline, the need has not decreased. Housing Advisory Board members have been working diligently with the BIC, local lenders and federal funding sources to finance the successful acquisition and renovation of two Brookline properties to address this high priority affordable housing objective.

Low-income Homeownership. One of the Housing Advisory Board's major success stories is the creative development and implementation of a cost-effective down payment assistance program for aspiring low-income renters in Brookline. Twenty-one households to date—nearly half single parents—have received interest-free loans averaging \$22,000—empowering them to become Brookline homeowners.

First-time Homebuyer Program Highlights

Average purchase price	\$96,600
Average interest-free loan	\$22,000
Average down payment	\$10,500
Average monthly income	\$2,230
Average monthly payment	\$603
Average payment-to-income	27%

Rent Control Transition. Of the 4,200 households under rent control in 1994, 400 or so low-income households qualified for a state-mandated extension of rent controls through the end of 1996. The Town has employed a Housing Resource Counselor to determine systematically which of these households in transition may be unable to secure adequate housing when their rent control protection

expires. The Housing Advisory Board has reallocated substantial HOME funds for transitional assistance in the form of one-time security deposit grants. The Board continues to seek other workable means to assist low-income tenants who, on their own, are financially unable to adjust to the imminent ending of Brookline rent control.

Beyond the Rent Control Transition. Looking forward, the Housing Advisory Board seeks to leverage scarce public resources to provide long-term affordable housing options for Brookline residents. Creativity and flexibility will be paramount. Whatever works well—be it the delivery of permanently affordable dwelling units or assisting people to choose and own their first home—will continue to be encouraged and supported.

Moderator's Committee on Housing

At the 1995 Annual Town Meeting, it was voted to establish a Moderator's Committee on Housing. The mission of the Committee was to investigate and report back to Town Meeting with respect to ways in which the Town may be able to fill the void caused by the end of rent control.

The Committee was comprised of the following individuals:

Judy Allard (Town Meeting Member)
Dixon Bain (Planning Board)
John Clancy (Architect)
Pamela Goodman (Brookline Housing Authority)
Rachel Goodman (Town Meeting Member)
Roger Stern (Landlord Representative)
David Trietsch (Town Meeting Member)
Jay Woodward (Brookline Planning Department)

As part of its charge from the Moderator, the Committee reviewed the Town's existing affordable housing policies, plans and programs, focusing especially on what funds are available, how they are used, and how priorities are established. It then reviewed data provided by the Rent Control Board and discussed the scope and impact of the removal of Rent Control protection for existing income qualified tenants in certain types of units.

One of the first recommendations of the Moderator's Committee was to advise the Selectmen to hire a housing

access consultant to help low-income residents of the Town losing their rent control protection. This consultant was hired and has contacted a substantial number of qualified residents still under rent control, assessed their situation, and provided them with assistance in a broad range of activities, such as completing BHA applications for subsidized housing or Section 8 Certificates, locating subsidized housing outside the Town, dealing with landlords, and how to deal with moving, if necessary. This Housing Access Specialist is still under contract to the Town, and her contract is administered by the Planning Department.

At the same time, the Moderator's Committee on Housing recommended that a working committee, chaired by two members of the Board of Selectmen, be formed to meet regularly with the Housing Access Specialist to advise and recommend strategies and assist her with difficult situations by becoming involved in the process when necessary. This committee was formed and consists of two Selectmen and representatives of the Brookline Housing Authority, the Council on Aging, and landlords of both conventional and assisted housing developments.

The Moderator's Committee then completed a review of the Town's current housing programs and policies and submitted a report to the 1996 Fall Town Meeting with an evaluation and set of recommendations as to changes or further actions to increase and/or preserve the supply of affordable housing in Brookline. The Committee was then dissolved on December 31, 1996.

Metropolitan Area Planning Council

MAPC's list of activities and accomplishments for 1996 is a long and varied one. The agency is completing one of its most productive years with both staff and council members continuing to work hard to keep up with the opportunities and challenges as they are presented.

Perhaps the single most notable achievement in 1996 was the successful restructuring of the Metropolitan

Planning Organization (MPO). The MPO which has been composed of six agencies (four state agencies plus the MBTA Advisory Board and MAPC) is responsible for allocating financial resources from the federal government to various transportation projects in the metropolitan region. MAPC has argued for years that the organization needed to be changed in order to have better representation by

local communities. When a 1995 federal review of the organization found substantial deficiencies in the existing process, the agency played a major leadership role in working with the other five MPO members to design the new organization. In addition to the existing members, the new MPO will include the City of Boston, the Turnpike Authority, three cities, and three towns. The new agreement also provides that at least \$40 million will be made available for local highway projects in the MAPC region. The community representatives to the MPO will have the decision making power for how that money is to be spent.

Elections to fill the six new community positions will take place in early 1997 at a MAPC Council meeting. Candidates must obtain the nomination of the CEOs from five communities to be on the ballot. With the exception of the Inner Core, no subregion may have more than one community on the MPO. Local communities now have a voice and a vote in this important transportation process.

MAPC's GIS Lab has continued to grow and provide new services to its communities. The staff conducted a series of eight workshops on GIS data automation. The focus of the workshop was on assessor map automation. In addition to working on defining policy areas for MetroPlan 2000, the staff is also putting together a map of existing and potential bike paths throughout the MAPC region.

The agency continues to produce the Planner's Exchange series. This year there were two reports: "Community Reuses of Failed Septic Systems" and "Development Guides."

Among the several hundred meetings that the agency sponsors each year, there were several of particular note. MAPC brought in a noted national authority on Transit Oriented Development (TOD). As a result of that meeting, the agency has formed a TOD advisory committee that will be working to encourage more concentrated development throughout the region. Another of these special meetings was an informational session on the Governor's Executive Order 384 which provided for the sunsetting of state regulations after a review process to determine which regulations were determined to be outdated or obsolete.

The agency continued its affiliation with the Challenge to Leadership program. This program sponsors a forum every fall for business, educational, religious, labor and government leaders to explore civic issues. The forum for this year was "Youth and Jobs in the 21st Century: Is Massachusetts Ready for the New Millennium?"

Another in the series of MAPC sponsored Community Dialogues was presented. The focus was also on job training. MIT, UMass, the Federal Reserve Bank of Boston and Boston Edison were partners with the agency for this event.

MAPC's efforts in the legislative arena continued to be productive. Many of the agency's priority legislation were

passed into law. The agency also continued to work with the Massachusetts Audubon Society to draft legislation which will serve to coordinate and streamline the participation of federal, state, regional and municipal agencies in a statewide land information system institution utilizing Geographic Information Systems (GIS). On the federal level MAPC began working with other organizations across the country on the process of reauthorizing the Intermodal Surface Transportation Efficiency Act (ISTEA).

Planning continues on the Urban Ring Inner Circumferential Transit Project and the North and South Station Rail Link. MAPC is active in both of these projects. The agency also continues to expand its help to communities on a diversity of transportation projects such as the Enhancement Grant Program and Transportation Demand Management Grant Program.

The eight subregions of the agency also continued working on their numerous projects. Several documents were produced this year as part of the Subregional Special Project. Among those reports of region-wide interest are: *The MAPC Grant Source, Revitalizing Inner Core Commercial Areas and Squares and Environmental Tourism Strategies for the North Shore*. Copies of these reports are available at the agency.

Brookline is a member of MAPC's Inner Core subregion. This group meets monthly to discuss and work on issues of mutual concern to the 23 municipalities that are members. Transportation issues are always of concern and this past year the group heard presentations on a number of regional proposals particularly the vision for the inner circumferential transit proposal. Additionally, special speakers provided information on: how communities can work with "Big Box" retailers, how to prepare a municipal open space plan, how to handle proposals for the location of cellular towers in communities, how to establish Business Improvement Districts, the implications for communities of the new Rivers Protection Act, understanding the differences between appropriations versus capital bond authorizations, and the potential for an inter-local and/or regional GIS program.

MAPC staff sent information on pavement management to the Engineering Division of Public Works. Staff also reviewed the Town's grant application for open space funding program. In addition, staff invited community leaders to participate in discussions of urban truck routing issues. The discussions have focused on the impacts of trucks on urban and residential neighborhoods, truck exclusions from some regional roads and cargo prohibitions in tunnels. The goal of the project is to resolve any problem issues and at the same time support continued economic development in the region.

Board of Appeals

The Board of Appeals is a quasi-judicial board responsible for approving special permits and variances from the Zoning By-law in accordance with the Massachusetts Zoning Act, General Laws Chapter 40A. The Board has three regular members and four alternate members, all citizens of the Town appointed for three year terms by the Board of Selectmen. The Board meets weekly and normally hears two cases each week. The hearings are advertised in the TAB, and notices are sent to abutters and Town Meeting Members in the precinct where the property is located. Three members hear each case, and a unanimous vote is required for an appeal to be granted.

In 1996, the Board of Appeals received applications and held hearings on sixty cases, on which forty-six decisions were filed, eleven were pending at year-end, and three cases were withdrawn. Application fees totaled \$9,625 in 1996. The Town Clerk's office continued to provide administrative support for the Board.

Among the significant applications approved by the Board of Appeals in 1996 were thirty additional apartments at Longwood Towers, a new CVS drugstore at 1195 Boylston Street in Chestnut Hill, and major additions at Dexter School, Park School, and Hellenic College. A forty-nine unit condominium development was approved at 120 Seaver Street, the current location of the Longyear Museum. The proposed Longyear Museum at 50 Dunster Road and Boylston Street was also approved. Finally, initial hearings were held on a life care facility on Tully Street, with further hearings to be held in 1997.

In all of its decisions, the Board of Appeals must carefully balance the needs and rights of the applicant with the impacts on the neighborhood and the Town. Frequently, the Board will impose conditions, sometimes a dozen or more, designed to improve the proposal and to mitigate any impacts.

Economic Development

Nineteen ninety-seven was the first full year of the Economic Development Office's operations. The office, in partnership with an extremely active Economic Development Advisory Board, undertook many initiatives and saw some significant accomplishments. Since economic development, by its nature, is a slow process, the results of the efforts may take time to emerge, but the Board continues to be active in planting the seeds for future growth and development.

The work of the Board falls into three basic categories:

1. Facilitating appropriate development;
2. Strengthening commercial areas;
3. Building a long-term strategy for economic development.

Below is a brief description of our work in 1997 in each of these areas.

Facilitating Appropriate Development

Here, the Board tries to make the most of development opportunities that emerge in Town by working with developers to help good projects get permitted by integrating neighborhood input in the development process and handling problems as they arise.

The year 1996 saw the opening of the first development project on which the office worked. The old Brookline Hospital site is now filled with the Town's first assisted living facility. Goddard House, which offers a much more suitable living opportunity for senior citizens who need

some help but wish to maintain an independent lifestyle, began moving residents in at the end of the year. The facility is extremely attractive and well-run and is a welcome addition to the neighborhood.



Goddard House

The first Special Town Meeting for development was held in March. Initially requested by the Economic Development Advisory Board to consider three zoning changes, the meeting actually only considered one zoning change. This change, to accommodate a cluster-style luxury condominium development at the site of the Longyear Museum, passed overwhelmingly - the 204-6 vote may well be the largest margin in favor of a zoning change in Brookline history. The overwhelming support can be largely attributed to the quality of the proposed project. It maintains the vast majority of the site as open space, preserves the historic mansion, and provides many key neighborhood amenities.

such as restoration of the historic wall at the periphery of the property and underground parking for all the residents. To facilitate understanding of the issues, the Economic Development Office prepared a great deal of informational material, and with the EDAB held eight informational meetings prior to Town Meeting for any Town Meeting Members interested in learning more about the project.

The other two zoning change proposals were not considered by the full Town Meeting after being withdrawn due to lack of neighborhood support. In the case of the Tully Street project, the failure to receive the zoning relief fortunately did not derail the project, rather, the developer re-evaluated his original site plan and developed a different way to lay out the proposed life care facility. The project is still in the review process, but promises to add a new valuable development to the Chestnut Hill area of Town. The other project, a proposal to convert an old warehouse and garage facility to apartments on Lawton Street, was not supported. The building owner has subsequently rented the facility to a private school for the next five years.

Another important project was an offshoot of the Longyear development. This project is the first in the Town's history to fall within the off-site option for creating affordable housing required under Section 4.40 of the zoning by-law. The Economic Development Advisory Board was represented on the four-member negotiating team appointed by the Housing Resources Committee to develop an agreement for the off-site housing. This negotiating committee agreement will yield between twelve and eighteen new units of affordable housing for the community at a time when the need for such housing is great. It also offers a benchmark for future agreements thus laying important groundwork for the Town's effort to promote affordable housing.

Finally, the EDAB has been working closely with residents of the Kendall and Cypress Streets area to plan a redevelopment process for the old garage and Sewall School property once the new garage facility is completed (anticipated spring 1998). The Town commissioned a feasibility study which provided a great deal of key site information such as the condition of each building, the aggregate square footage of the site, the historic significance of the different structures on the site, a zoning analysis, and an evaluation of market potential of the site. From this baseline, the Board is now working with the neighborhood to attract creative developers to work closely with the community to devise an attractive reuse package. In 1996 the groundwork for this effort was laid; in 1997 we hope to solicit developer interest and choose a team; in 1998 we plan to present a disposition package to Town Meeting. We are very hopeful that the results of this process will be a neighborhood-friendly set of uses that contribute to the tax base of the Town.

Strengthen Commercial Areas

The Board has learned over the first twenty months of operation that the Town's commercial areas are very

important to the residents. People clearly value the unique and charming nature of one-of-a-kind stores and the friendly nature of the owner-merchants. A number of initiatives have been developed to strengthen these special areas of Town, and new strategies will be devised as we learn more about the needs of each shopping area.

1st Light Festival. For the second year in a row, the Town was the organizing sponsor of this new Brookline tradition. Along with the Brookline Chamber of Commerce, the TAB Community Newspapers, and the Brookline Foundation, we helped expand this festival which launches the holiday shopping season with song, dance, theater, music, and art. By filling local stores with free entertainment for four hours in early November, potential shoppers are drawn into stores to see the wide variety and special quality of the merchandise. Then, by providing a large number of coupons for return visits and free weekend parking until the end of the year, people are hopefully enticed to do increasing amounts of their holiday shopping locally. In 1996 over 500 people participated in the performances, and a much greater number as attendees. This year the event was organized by a seven-member committee of volunteers from the business community, the arts world, the schools, and citizenry.



1st Light Festival

Restaurant Appreciation Month. This year, the Department of Public Health and the Economic Development Office collaborated in an effort to assist the Town's restaurants, some of which claim to have lost significant numbers of customers due to the Town's smoking ban. An advisory committee of restaurant owners was formed to devise an appropriate strategy to attract new customers. By the end of 1996, planning was well underway for the Town's first Restaurant Appreciation Month to take place in March 1997. We hope this advisory committee will continue to be active in planning future initiatives as well.

Internet Presence. Given the increasing role the Internet is playing in the exchange of information, the Economic Development Office worked with the Information Services Department to include all Brookline businesses

on the Town's home page. With this accomplished, EDAB is now looking for other ways to further increase the visibility of these businesses.

Attracting Appropriate New Businesses. A longer term agenda is to work with commercial landlords and brokers to fill vacant storefronts when they occur with businesses which complement existing ones. To this end, the Board held a breakfast for commercial brokers outlining the Town's objectives for shopping areas and learning what information they would find helpful in attracting appropriate businesses. After hearing about their need for some basic information, EDAB began a data collection effort. As a pilot, a draft brochure was produced entitled, *Coolidge Corner-an Attractive Location for Doing Business*. After receiving positive feedback on this document, we anticipate producing similar pieces for Washington Square, JFK Crossing, Brookline Village, and other commercial areas of Town as needed. We are collaborating closely with the new Geographic Information Systems (GIS) office to produce high quality materials.

Market Study. The Board is also aware of the lack of solid information about what makes shopping in our commercial areas appealing to residents and other potential customers. A market study (most of which is subsidized by Boston University) was provided by a grant from the Brookline Cooperative Bank. The study involved a survey of 500 residents, 100 business owners, and a number of customers on the street to determine the strengths and weaknesses of shopping opportunities in Brookline. The information from the study will be used to devise targeted interventions in 1997 and beyond.

Strategy for Economic Development

The above activities all play an important role in the Town's economic development. However, the EDAB also wants to be building a thoughtful, comprehensive strategy to the Town's economic development needs. In Brookline, this means an extensive series of consultations with interested citizens and groups. To make these consultations

effective, we need to amass knowledge of all the pieces - market conditions, different objectives in Town, public perceptions, and regulatory process experiences and history. The year 1996 saw a major effort to gather these critical pieces of information, laying the groundwork for consultations in 1997 and beyond. A few examples of our efforts in this category are provided below.

Roundtable Discussions. EDAB hosted a series of roundtable discussions to draw experts into the learning process. These sessions were as follows: one with local developers to learn their experiences with and perceptions of doing development in Brookline; one with experts on housing options for senior housing; and one with commercial real estate brokers to learn what opportunities there might be to influence which new businesses come to Brookline. The Board also organized and participated in the first Affordable Housing Roundtable, as part of an attempt to define a new comprehensive strategy to maintain and create permanent affordable housing.

Promotional Materials. Getting folks like developers, investors and architects to understand the Town's objectives for appropriate development requires the development of sophisticated promotional materials. This process was started in 1996 by hiring a graphic designer and identifying concepts. The Board also met with developers, hotel concierges, and a tourism expert to identify possible user needs.

Process Review. Brookline is known for having a complex and lengthy regulatory review process. In 1996 the Board initiated an effort to understand and articulate the process by collecting and sorting through all written materials regarding departmental, commission and board roles in the development process. EDAB members conducted some initial interviews of process participants as well, and will continue this effort into 1997.

These efforts are key parts of an overall effort to build a strategy for promoting appropriate economic growth which preserves and enhances the character of Brookline.

Brookline Housing Authority

General Information

During 1996 the membership of the Authority was as follows:

Frank Moroney, Chairman
Barbara Dugan, Vice-Chairwoman
Leslie Fabian, Treasurer
A. Christina Wolfe
Pamela Goodman
Brian Cloonan, Executive Director

The following programs are administered by the Authority:

FEDERAL ASSISTED	UNITS
Walnut Street Apartments	Family 72
22 High Street	Elderly 28
4-24 Walnut Street	
Ralph Sussman House	Elderly 100
50 Pleasant Street	Elderly

Arthur O'Shea 61 Park Street	Elderly	100	programs to BHA seniors and young families.
Theresa Morse Apartments 90 Longwood Avenue	Elderly	100	<ul style="list-style-type: none"> Established new maintenance, custodial and gardening programs.
John W. Kickham Apartments 190 Harvard Street	Elderly	39	<ul style="list-style-type: none"> Completed 99% of maintenance work orders out of 4,0000 requested, as of December 31, 1996.
Section 8 Leased Housing		376	<ul style="list-style-type: none"> With the residents' association, developed a BHA Drug Free Basketball program, Outward Bound program, Summer Youth Employment program, and recycling programs.
STATE ASSISTED			
High St. Veterans 6-30 New Terrace Road 176-224 High Street 186-218 Chestnut Street	Family	177	<ul style="list-style-type: none"> Sponsored seminars for BHA residents in budgeting, job search and first- time home buying.
Egmont St. Veterans 51-85 Egmont Street 338-348 St. Paul Street 209-221 Pleasant Street	Family	114	<ul style="list-style-type: none"> Continued to be successful in making needed property improvements. The federal government awarded the Brookline Housing Authority \$5 million in each of the past three years and the Commonwealth of Massachusetts awarded the Brookline Housing Authority \$2 million. These funds have and will continue to address the needed roof replacements, facade repairs, elevator modernization, ADA compliance, and lead paint and underground oil tank removal.
Trustman Apartments 7-33 Egmont Street 144-156 Amory Street 337-347 St. Paul Street	Family Elderly	50 34	<ul style="list-style-type: none"> Opened new homes for eight disabled persons at the Kilgallon House on Harris Street and for thirteen disabled persons at the Connely House on Beacon Street.
Col. Floyd Apartments 32-40A Marion Street 19-36 Foster Street Extension	Elderly	60	
Condos		2	
Mass Rental Vouchers		166	

Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 90 Longwood Avenue, 277-1885.

Program Activities

In 1996 the Brookline Housing Authority achieved several notable milestones.

- Received the highest grade of 98.5 percent from HUD in the Management Assessment Program. This marked the fourth consecutive year of a grade of 90 percent or higher which is HUD's national benchmark for outstanding performance.
- Was selected to participate in the Americorps Program in partnership with Boston University's School of Public Health. This program will bring together many medical



High Street CDBG Cookout

Preservation Commission

The Brookline Preservation Commission is appointed by the Selectmen to promote, protect, restore and preserve the Town's historical, archeological and cultural assets and resources. The Commissioners are: Patricia C. Libbey, Chair; Ruth Dorfman and Maurice Childs, Vice Chairs; Chobee Hoy, June Richardson, Sheri Flagler, and Judith Selwyn with alternate members David England, Gary Gross, and Nancy Yetman and Wendy Ecker, associate. The Chair reluctantly accepted the resignation of Bogusia Wojciechowska in the fall and thanked her for her services. The Commission is ably assisted in its work by professional staff, Preservation Planners, Greer Hardwicke and Roger Reed. The Commission would like to thank Virginia Trainor for her invaluable work in the production of the *Devotion House to J.F.K. Birthplace Historic Neighborhood Brochure*.

The Commission's responsibilities and activities encompass a wide range of tasks. The Commission was able to advance its goal of public education by publishing three Historic Neighborhood Brochures. A two-part *Beacon Street* brochure was produced with a matching grant of \$8,000 from the Massachusetts Historical Commission. The others, *The Lindens* and *The Devotion House to J.F.K. Birthplace*, were printed by the Town.

The BPC administers two local historic districts, Cottage Farm (110 properties) and Pill Hill (227 properties) by reviewing and approving all exterior work performed within the district. This past year there were 64 cases. The most extensive case was the Amos A. Lawrence House, 135 Ivy Street,

The Demolition Delay By-law is also administered by the Commission. No structure may be demolished without a review of its architectural, historical or cultural significance and appropriate mitigation. The Commission processed 20 cases this past year. Two significant cases before the Commission were the outbuildings at 120 Seaver Street, the Longyear estate, and the site of the new Longyear

Museum at 50 Dunster Street, the home of Boston architect Herbert Jaques, both listed on the National and State Registers of Historic Places. The Commission has worked closely with the owners to minimize the impact on the historic sites.

The Commission was able to assist the MBTA in obtaining ISTEA (Intermodal Surface Transportation Act) funding to restore the unique shelters at Coolidge Corner on Beacon Street, the last remaining structures from the early days of the electric trolley. Design and construction will begin sometime in the next year.

The Commission, in its role as a Local Certified Government, also reviews and advocates for properties listed on the National and State Registers of Historic Places. If any federal or state monies, licenses or permits are needed, the Preservation Commission must review the project. The repair of the bridges in the Emerald Necklace was reviewed as were the plans to renovate the Brookline Public Library. It also reviewed the renovation of Emerson Garden. The BPC continues to participate in the process of design of the Town's Beacon Street Improvements and the MBTA's Light Rail Accessibility project.

In its advocacy role, the Commission obtained town funding to repair and paint the historic Devotion House to ensure its continued museum role in the Town. The staff was also involved in aiding in the protection and rehabilitation of the other historic Town-owned properties. The staff provided information for the Capital Needs Assessment Project. The staff was also appointed to the historic Town-owned Buildings subcommittee to provide ongoing attention to these important Town resources.

The Commission was awarded a matching grant of \$5,000 to produce several informational signs in four of the Town's historic parks: Longwood Mall, Soule Recreation, Amory Playground, and Hall's Pond.

Much time and effort by the Commission and the Fisher Hill Neighborhood Association went into recommending



109 Sewall Avenue - A 1996 Preservation Award recipient. Before and After.



the Fisher Hill area as a Local Historic District. While no one questioned the architectural and historical merit of this plan, the time was not ripe for such a step.

The Commission held its seventh annual Preservation Awards ceremony at the newly opened Larz Anderson Pavilion in May. This year's winners were John DeMarco, Paul Gulley and Bryan Houlihan for the restoration of the facade at the Brookline Village Post Office; Cameron Kerry and Kathy Weinman for 28 Allerton Street; Douglas and Jody Jensen for 41 Allerton Street; Gerald Kaplan and the Bell Tower Committee who restored the bell tower at the Devotion School; Judy Ballantine for 8 Hart Street; Bryan Austin for the restoration of the nearly demolished house at 109 Sewall Street; the Frederick Law Olmsted National Historic Site for the restoration of the house and gardens; Alexander Stameris and family for the renovation of the facade at Alexander's, 293 Cypress Street; Eileen Strong O'Boy and Kevin O'Boy for restoration at 43 Francis Street;

and Betsy Shure Gross for her tireless effort on behalf of the open space and preservation of Brookline and Massachusetts. The BPC expressed gratitude to Tom Costello for his work in helping the Commission.

The Commission and staff assisted many individuals during the year providing historical and technical assistance to researchers on the Sears Chapel; John Olmsted; Longwood Towers; the waterworks buildings at the Chestnut Hill Reservoir; the Centennial history of the Runkle School; and the history of Minna Hall and Harriet Lawrence Hemenway, the two founders of the Massachusetts Audubon Society who lived in Cottage Farm. The BPC also aided the mural artists at J.F. K. Crossing; the Chamber of Commerce in its production of a new map; the Economic Development Office; the Corey Hill Neighborhood Association; Friends of Hall's Pond; and the Brookline High School.

HUMAN SERVICES

Health Department

The Brookline Health Department, established in 1945, has as its mission the protection of the health of Brookline residents and others who may work or otherwise be associated with the Town. Toward that end, the department maintains an active surveillance system of health status indicators, and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

Administration

During 1996, the department initiated a formal community health needs assessment of Brookline. With support from a variety of medical institutions and foundations which serve our community, a plan to produce three volumes of *HEALTHY BROOKLINE* was developed.

Volume 1, a chartbook describing a variety of health status indicators drawn from existing data sets including morbidity, mortality, hospital discharge, sociodemographic indicators and other survey research, was published in January 1997. Volume 2, to be published in late 1997, will present health status and risk factor profiles for Brookline based on a survey of a random sample of 1,000 Brookline residents. Volume 3, which will explore the health status and needs of the growing number of Russian-speaking Town residents, will be released in late 1997.

The department management structure, reorganized last year, was maintained and provided for more access to the Director and elevated core public health functions. In addition to the ongoing biweekly management team meetings, monthly all-staff meetings with an educational component served to help build a sense of mission and community among staffers, and to enhance intra-departmental communication.

This year, the department was very successful in leveraging non-Town resources for a broad range of projects. Over \$180,000 was raised from a variety of sources including medical centers, foundations, and federal and state government. In addition, eight well qualified graduate students were recruited for internships and practicums for a variety of community health projects.

The Health Department joined with the Brookline Visiting Nurse Service (VNS), the Brookline Center, and the Brookline Community Fund to launch the Brookline Community Health Network in order to preserve and strengthen community-based health, mental health and social services, education and advocacy. The Community Health Network initiated its outreach campaign to enroll uninsured Brookline youngsters in the Children's Medical Security Plan in January.

Finally, upgrades to the Train Health Center included a new security system and locks, new water coolers, new air conditioners, and chairs. Also this year, progress was made on networking the department's computers into the Town's system.

Environmental Health Services

This Division, led by Patrick Maloney, MPAH, oversees many State-mandated programs including the licensing and inspections of food establishments, housing code inspections and enforcement actions, swimming pools, solid waste handling practices, animal, insect and rodent control, and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

Brookline continued to be one of the only Towns in the State to fully implement non-criminal dispositions (tickets) as an enforcement element to inspections. The division completed all mandated inspections as required by State regulation (including over 838 housing and 736 food service inspections). The division also maintained a monthly schedule of Chokesaver classes, and certified 66 individuals.

The division provided technical assistance and leadership on issues including the flooding and subsequent cleanup around the Muddy River, the High School renovation, and the cleanup of the Hammond Street site. Working closely with the Conservation Commission and the Department of Public Works, we secured funding to conduct a community septic management study, and with Public Works, launched an educational campaign and enhanced enforcement regarding organic solid waste. Finally, the division completed a study (with the Recreation Department) assessing the feasibility of lower chlorine usage in Town pools utilizing advanced ionizer technology.

In addition, air sampling and environmental monitoring equipment was acquired to better assess issues related to indoor air quality, electromagnetic fields, and pest control. The division responded to hundreds of requests from the public for information on radon, lead, opening new restaurants (90% of new operators received a formal orientation), and solid waste disposal.

Finally, the department's Sealer of Weights and Measures continued to assure the honesty and integrity of marketplace purchases of goods and commodities. The department maintained responsibility for taxi cab safety inspections, working with the Brookline Police

and Transportation Departments; developed a new registration protocol for weighing and measuring devices; and working with local media outlets, assisted in consumer education stories in three newspapers and television programs.

Child Health

Under the direction of Gloria Rudisch M.D., MPH, the Division of Child Health continued to provide the department's liaison with School Health Services and the nursing and health education staff in the schools, and oversaw all programs targeting children and youth.

The daycare inspection unit monitored group day care centers and extended day programs, and Brookline continued to be one of a small number of communities delegated by the State to exercise licensing and inspection responsibilities to assure compliance with Office for Children regulations. In addition, the division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back-up that served over 208 youngsters.

The division, working closely with the Police, School Department and Rotary Club, implemented an annual bicycle safety education program in the elementary schools. The division also produced and distributed to Town day care centers, four one minute video public service announcements related to rabies prevention targeting preschoolers. We received funding for and offered the American Heart Association's HEARTPOWER curriculum to all seventh grade and science/health teachers in Brookline elementary schools.

Finally, in conjunction with the School Department, the division maintained a campaign to ensure Hepatitis B immunization status for sixth graders and youngsters in kindergartens.

Community Health Services

Led by Neala Melcer, Ed.D., this division oversees community health initiatives including the breast health, prostate health, rabies education, tuberculosis prevention and control, influenza, pneumonia, and tetanus/diphtheria vaccination, elder health programs, and translation services.

During 1996, the division implemented Town-sponsored adult immunization clinics serving 2,068 residents. Support was given to the Rabies Awareness Committee and the department maintained an inter-departmental rabies education and control program.

A highlight of our work was the Prostate and Breast Health campaigns which involved building grass-roots coalitions, organizing educational programs and screenings. Over 50 women and almost 100 men at high risk were screened and followed up via these programs.

The department, in partnership with the BI/Deaconess Hospital, was funded to create a pedestrian safety campaign. Working with the Police and Transportation Departments, Council on Aging, and others, the Town was

one of ten sites selected nationally by the Institute for Healthcare Quality Improvement. In addition, we received support from the Harvard Pilgrim Healthcare Foundation for the Domestic Violence Roundtable and related projects.

The AIDS Resource Center, set up last year, was maintained, and a video PSA drew over 100 requests for information and referral. Translation services in Russian and Japanese were provided for several Town departments, and together with the Library and the BI/Deaconess Learning Center, a health education program was presented to Russian-speaking citizens.

Finally, the Dental Health Clinic maintained its weekly clinic schedule at the Health Center through the Tufts Dental School and linked with the School Department, providing over 500 patient visits in 1996.



Dr. Gloria Rudisch, Director of Child Health poses with Dr. Julius Richmond, former U.S. Surgeon General and Professor Emeritus at Harvard Medical School, keynote speaker at the Kickoff for the 1996 Influenza Vaccination Campaign in Brookline.

Public Health Nursing/Epidemiology

The newly created Division of Public Health Nursing/Epidemiology oversaw the investigation and control of several communicable disease outbreaks, including Shigella and Pertussis involving over 100 cases in Brookline. Led by Barbara Westley, RN, they provided the department's liaison with the Brookline Visiting Nurse Service, and also provided clinical support to all department screenings, immunization programs, and other clinical activities including refugee health.

In addition, the division, working closely with the State Department of Public Health, was able to outplace a Russian-speaking epidemiologist at the Brookline Health Department two days per week.

Substance Abuse Prevention and Services

This division, led by Gerry Trombley, LCSW, M.Ed., and Brian Miller LCSW, CADAC, fields programs and services in both community and school-based settings. In 1996, the division provided assessment, 1,600 counseling sessions, 60 class presentations, referrals, and monitored progress for over 200 individuals, including 46 Town employees, as well as students and parents.

Working with the Brookline Police Department, Town Counsel and private sector bartender training programs, division staff developed a uniform certification procedure for bartenders. Working with DARE officers, 20 high school leaders were trained and they in turn taught over 300 younger students about substance abuse prevention.

Smokefree Brookline

Brookline continued to exceed national compliance levels regarding sales of tobacco to minors, and was cited repeatedly as a leader by state and federal officials. Working with media outlets, the campaign reached thousands of Town residents with positive messages regarding the health benefits of avoiding tobacco use. Certainly, even the most casual observer notices the ubiquitous SMOKEFREE BROOKLINE logo everywhere in Town.

March 1997 was declared Restaurant Appreciation Month in Brookline. Working with restaurateurs and the Office for Economic Development, 20,000 copies of the Brookline Smokefree Dining Guide were distributed and a successful "Taste of Brookline" was launched, benefiting Brookline's two food pantries.

Scores of educational programs were held in schools and the community, including performances by the Brown Bag Opera Company and a major push for the Great American

SmokeOut. Finally, the Corrib Pub was granted a waiver to open a separately ventilated smoking section.

Advisory Committee on Public Health

A dedicated group of six unpaid citizens continue to serve as members of the Advisory Committee on Public Health (ACPH). Meeting monthly, the council provides the Director with advice on budget, policy and Town Meeting issues, health needs assessments, and a range of operational issues.

This year, Dr. J. Jacques Carter and Elizabeth Hirshom were reappointed to the ACPH by the Board of Selectmen. They rejoin Dr. Leonard Bernstein, Laurie Malcolm, Roberta Gianfortoni, and Joyce Clifford on the Council.

Another highlight of the year for the ACPH was the reelection of Dr. J. Jacques Carter to the Chair. Dr. Carter has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to implement the community health assessment of Brookline, assisting in development activities, fielding another Public Health Policy Forum in the Spring (the forum on managed care drew national media coverage on CSPAN), and building the "Friends of Brookline Public Health" organization.

Friends of Brookline Public Health

In 1996, the Friends of Brookline Public Health, a membership organization conceived to build a constituency for public health in Brookline, was formed. The first year goal of 100 charter individual members and 10 corporate members was achieved; a Board of Trustees of fifteen persons, including four officers, was elected; and activities planned include a reception, newsletter, financial support for a Health Department initiative, and the second annual Public Health Policy Forum.

Human Relations-Youth Resources Commission

Created by Town Meeting in 1970, the Human Relations-Youth Resources Commission is Brookline's official town agency working in the areas of intergroup relations, rights and youth advocacy.

Membership

The Commission welcomed new member Carolyne DeVore-Parks and new associate members Betty Chan, Nancy Decker, Sandra Kostetsky, Joan Savage, Dr. Ed Wang, and Anna Zwahlen-Tronick. The Commission bid farewell to long-time associate member Robert McCain, who moved to Framingham, as well to associate members Robert Bookston, Sally Hirsch, Horadi Keels, and Lauren Post. Ruth Flaherty was re-elected as Chairwoman while Harold Koritz and Dr. Claire Weiss were re-elected as Vice Chairpeople.

Administration

The Human Relations-Youth Resources Commission staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee-Miles.

Programmatic Responsibility

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Americans with Disabilities Act Coordinator and Section 504 Officer, Ombudsman for Cable Television Operations, and Project Coordinator of the Brookline Holocaust Witness Project. In 1996, the Director also staffed and chaired the Youth Coordinating Committee; staffed the Brookline Domestic

Violence Roundtable and was a consultant to its monthly TV show "The Safety Net"; convened meetings of the Program Group; served on the Substance Abuse Prevention Program Interdisciplinary Advisory Committee, Brookline Public Health Policy Forum Planning Committee, and the Brookline Israel Independence Day Celebration Committee; participated in meetings of the Brookline Court Interagency Committee; and was an active member of the Brookline High School After the Prom Party Planning Committee. On a regional level, the Director participated in meetings of the Massachusetts Association of Human Rights/Relations Commissions and the Prejudice Discrimination-Based Violence Reduction Working Group of the Massachusetts Violence Prevention Task Force.

In the course of implementing the Town's Affirmative Action Program, the Director communicated with department heads and other town and school department staff as well as with federal and state offices and members of various minority communities in Brookline and Greater Boston. Comprehensive Affirmative Action compliance reports were prepared for the Massachusetts Commission Against Discrimination (MCAD). The Affirmative Action Program has resulted in the participation of more minorities and women in the Town work force. Satisfactory Affirmative Action compliance also made the town eligible to receive much needed federal and state funds.

The Brookline Human Relations-Youth Resources Commission is one of the oldest such agencies in the Commonwealth and is therefore consulted by other communities that are interested in establishing or updating their own commissions. Communities requesting such assistance in 1996 included Canton, Danvers, Needham, Newburyport and Waltham.

Commission Programming

Aside from numerous sub-committee work sessions, the Commission held nine staff-assisted meetings in 1996. Program committees this year were: Affirmative Action Committee, Asian-American Heritage Program Planning Committee, CATV Production Committee, Community/Neighborhood Outreach Committee, Fair Housing/Testing Committee, Martin Luther King Jr. Day Planning Committee, Fund Raising Committee, Youth Award Committee, Youth Fest Committee, Immigrant Affairs Committee and Warrant Article Review Committee.

Program highlights of 1996 included:

- **Martin Luther King, Jr. Day** Brookline celebrated its eighth annual Martin Luther King King Jr. Day on Sunday, January 14 at the Brookline High School auditorium. Over 300 persons were in attendance. This year's program featured as guest speaker the Reverend John Borders of Morning Star Baptist Church, Boston, with music and dance presentations by Voices N Blue, the Brookline High School Gospel Choir and students of the Brookline High School Dance Department, and a reading by winning stu-

dent essayist John Kim. Robert McCain presided as Master of Ceremonies. Also featured was a town-wide student art and essay exhibit. Selectwoman Ronny Sydney represented the Board of Selectmen. Rabbi William Hamilton of Congregation Kehillath Israel delivered the invocation and the Reverend George Chapman of St. Paul's Church delivered the benediction. Financial assistance for the program was provided by Audi's Mobil Service Stations at 345 Boylston Street and 198 Harvard Street. The program was videotaped by Brookline Access Television (Ch. A-3) for later showing.

- **Genetics and Breast Cancer** The Commission was proud to be able to co-sponsor a public forum on this important subject along with the Massachusetts Breast Cancer Coalition and the Council for Responsible Genetics held at the Town Hall on January 30. This program was taped for cablecasting by Brookline Access Television (Ch. A-3) and was shown in February.

- **Youth and Violence: Reality and Responsibility** On May 23, along with the Jewish Community Relations Council of Greater Boston, Facing History and Ourselves, and the Ten Point Coalition (TPC), the Commission co-sponsored an education forum on youth violence. A packed room of 75 persons heard presentations by the Reverend Jeffrey Brown of the TPC and Boston Freedom Summer and Dean James Alan Fox of the Northeastern University College of Criminal Justice. This program was taped by Cablevision of Brookline (Ch. A-21) for showing throughout the year.

- **Asian-American Heritage Program** The Commission sponsored the 3rd annual Asian-American Heritage Program on June 2 at Brookline High School. An audience of 300 persons assembled to view Chinese and Indian dances, Chinese and Japanese songs, a Taiko Drum performance, a Lion Dance performed by students from the Devotion School, and a Tae Kwon Do exhibition. Also adding to the enjoyment, ten area Asian restaurants donated delicacies. This program was taped by Brookline Access Television (Ch. A-3) for showing during September

- **Flag Day Celebration** For the second year, a Commission delegation proudly marched in the Town's Flag Day Parade, this year held on June 16.



Marching in the Annual Flag Day Parade

- **Youth Awards** The Commission sponsored its largest youth awards program yet with 112 teenagers being honored at the June 11 meeting of the Board of Selectmen. A reception for the awardees, their families and sponsors was held prior to the award program.

- **Health Policy Forum** Continuing its interest in quality of life issues, the Commission was an active co-sponsor of a public health policy forum "Managed Care: Hazardous to Your Health or the Answer to Your Prayers?" held on June 27 at the Lincoln School auditorium.

Selected group topics focused on by the Commission at its monthly meetings included:

January - The Commission viewed and discussed the Cablevision of Brookline (Ch. A-21) violence prevention video "Visions of Peace" that it helped to produce in cooperation with Cablevision of Brookline last year. There was also a debriefing on the wonderful Martin Luther King program. Established at this meeting were the planning committees for the Asian-American Heritage Program and the Youth Awards Program.

February - The Commission met with Chairwoman of the Board of Selectmen Donna Kalikow to discuss youth issues. Rebecca Bond from The Brookline Center was present to talk about temporary foster care. There were reports on the Brookline Domestic Violence Roundtable emergency reference card "Exit From Abuse" and the Brookline Task Force on Athletics.

March - The Commission met with Selectwoman Ronny Sydney to discuss immigrant issues in the Town. There were reports from Brookline police officers Alfred Amendola and William Simmons on the successful Citizen Police Academy, on the Brookline Americans with Disabilities Act Transition Plan, and on the Domestic Violence Roundtable.

April - Robert McCain and Abby Tatel reported on the March 23 town-wide Conference on Athletics. There were also reports on the next "Visions of Peace" CATV program, the Pine Street Inn Clothes Bin, and tenant selection policy changes at the Brookline Housing Authority.

May - The Commission further discussed immigrant issues with guest Sergey Bologov of the Russian Community Association of Massachusetts. There were also reports on the forthcoming Youth Awards and Asian-American Heritage Program.

June - The Commission issued the following statement on the burning of black churches around the United States:

"The Brookline Human Relations-Youth Resources Commission views with alarm and dismay the breakdown

of respect for, and the dignity and worth of, all people which is evident in the recent destruction by arson of Black Churches. The Commission sends to those victimized by the fires their support. The Commission also urges the various state and federal law-enforcement agencies to use all means at their disposal to prevent further such fires and to bring to justice those responsible for them. Finally, the Commission encourages all citizens of Brookline to demonstrate their solidarity with the victims, by providing assistance in the rebuilding of the sanctuaries. The rebuilding of the sanctuaries will also build up the spirit of those who have been devastated by the fires, and will assure them that their fellow-citizens of all races and faiths stand with them in their hour of need. Such support will make clear to those who engage in such acts of destructive violence that their evil actions will not be tolerated, are not acceptable, and will not prevail."

October - The Commission met with new Director of Public Health and Human Services Dr. Alan Balsam. Dr. Susan Howards reported on the Domestic Violence Roundtable's new CATV program *The Safety Net*. There was also initial discussion on the forthcoming town meeting article dealing with expanding police powers across town borders. Captain Peter Scott and Director Stephen Bressler reported on a security briefing on arson attacks on churches and synagogues they attended on July 18 that was sponsored by the Anti-Defamation League and the Urban League. There was also a report on the July 31 meeting of the Youth Coordinating Committee, where there was a presentation on substance abuse and youth given by Charles (Poncho) Brown, a substance abuse specialist with the Uphams Corner Health Center in Dorchester.

November - The Commission met with Martin Rosenthal for an in-depth discussion on police/community relations and issues connected with the expansion of police powers across town borders. The Director reported on several conferences on kids at risk that he attended, notably the Project Alliance Conference on Problem Kids on October 25, the Wheelock College Multidisciplinary Approaches to Parenting Conference on November 4 and the Brookline Court Children in Need of Services Conference on November 7.

December - In the aftermath of Town Meeting and as a follow-up to the discussion at the November meeting, Captain Peter Scott spoke about police/community relations in Brookline plus the ramifications of the vote to extend police powers across town borders. During 1996, the Director and the Police Department worked together on several police/community relations matters.

Publications

A total of 150 copies of the 1996 edition of the very popular *Child Care Resource Guide* were published and distributed.

Media Coverage

In 1996, the Commission activities, members and staff were featured in numerous articles in the *Bay State Banner*, *Boston Globe*, *Brookline Tab* and *Jewish*

Advocate. Commission members and staff also appeared on Cablevision of Brookline's *The Brookline Review* to discuss domestic violence (February 26), youth violence (May 13) and the Martin Luther King Day Program (December 30), as well as the 1996 edition of "Visions of Peace."

Cable Television Monitoring Committee

The CATV Monitoring Committee was created by the Board of Selectmen in 1984 to monitor Cablevision of Brookline's compliance with the provisions of its license to operate a cable television franchise in the community. Persons chosen to serve on this Committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise, or 4) media expertise of a non-technical nature.

Membership

Officers for 1996 were Chairman Tobe Berkovitz and Vice Chairman Edwin Hamada with C. Stephen Bressler serving as Secretary. Membership changes during the year saw the departure of Edwin Hamada and Jerrold Oppenheim.

Administration

During 1996, the Committee received staff and budgetary support through the Human Relations-Youth Resources Commission (HR-YRC). HR-YRC Director C. Stephen Bressler also serves as Ombudsman for CATV Operations for the Town of Brookline.

Ombudsman

In 1996, the Ombudsman handled 110 complaints and/or

inquiries relative to CATV. This figure was up from 93 during 1995. The Ombudsman was in frequent contact with Cablevision of Brookline administrative staff and consulted with his counterparts in other communities as well as with officials at the Massachusetts CATV Commission.

Committee Programming

During 1996 the Committee worked closely with the CATV Coordinating Committee in the license renewal process. The officers of the Monitoring Committee and the ombudsman also served as members of the Coordinating Committee and participated in that body's deliberations at a public hearing held on March 20. Committee Chairman Tobe Berkovitz was also asked to serve on the Negotiating Team of the CATV Coordinating Committee.

Because the focus of activity was with the CATV Coordinating Committee, in 1996 the CATV Monitoring Committee only held three meetings during which data was assembled for the Coordinating Committee and Board of Selectmen. A presentation to the Board of Selectmen on Monitoring Committee findings was held on February 13.

On September 24, the Ombudsman spoke about CATV at a gathering of editors and reporters at a breakfast held at the *Boston Globe*.

The Ombudsman attended a conference on "The New Telecommunications Law: Wired for Change" on March 29.

Holocaust Memorial Committee

During 1996 the Brookline Holocaust Memorial Committee was ably co-chaired by Regine Barshak and Leon Satenstein with staff assistance from Human Relations-Youth Resources Commission Director C. Stephen Bressler.

The Committee continued to send copies of videotapes of survivor interviews conducted by the committee to the Fortunoff Video Archive for Holocaust Testimonies at Yale University, where they are available for use by historians, teachers and other scholars of the Holocaust.

During Holocaust Remembrance Week, in mid-April, Brookline Access Television (Chestnut Hill A-3) aired hour-long excerpts of interviews conducted through the committee's Holocaust Witness Project. Featured were interviews with Rose Murra, Miriam Stroyman, Allen Shaw and Bronia Schonberg conducted by Simmons College Professor Emeritus Lawrence L. Langer.

During the summer, the Committee, with the assistance of volunteer Rebecca Epstein, began to transcribe the first of over 70 hours worth of survivor interviews.

Two books on the Holocaust were published by two honorary committee members. Emerson College Professor Robert Hilliard wrote *Surviving the Americans: The Continued Struggle of the Jews After Liberation*, while David Wyman, Josiah BuBois professor of history, emeritus, at the University of Massachusetts/Amherst, produced *The World Reacts to the Holocaust*.

Committee Co-Chairwoman Regine Barshak was very active in an educational letter-writing campaign to newspapers and magazines on Holocaust issues. During the month of April Ms. Barshak spoke on "Anti-Semitism and the Holocaust in France" at both the French Library and at Emerson College Hillel.

Council on Aging

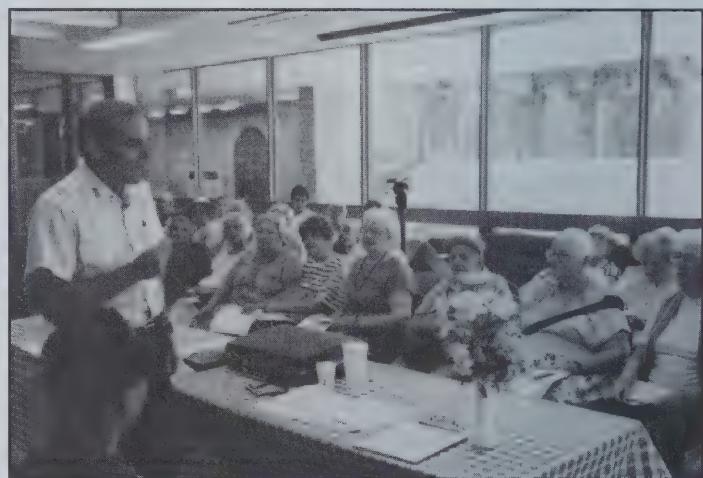
The Brookline Council on Aging maintains offices in town-owned buildings - three in housing for the elderly and two in public schools - to plan, coordinate and deliver comprehensive services to Brookline residents over 60. Its membership includes both statutory representatives from other Town departments and citizen members, and a professional staff provides: information and referral; counseling from trained social workers; the HELP program, which finds and trains workers to help individual seniors with household tasks; medical emergency identification; an employment service and volunteer placements; and a range of educational and social programs.

The Council on Aging cooperates with other organizations that serve the elderly, both public and private. West Suburban Elder Services provides group nutrition programs and partially funds an Elderbus, while a cab discount service (BETS) is available with help from the Town's two taxi companies. The Brookline Library offers free senior cinema programs at its Coolidge Corner branch, and special classes for elders are sponsored by the Brookline Adult and Community Education Program. With local health organizations, the Council this year co-sponsored programs on breast and prostate cancer, and the Brookline Health Department offers regular blood pressure and flu vaccine clinics.

The Council is involved in legal matters that concern older persons. A full-time housing counselor helps seniors who have been affected by the loss of rent control in Brookline and a new Brookline Legal Assistance Bureau, served by volunteer local attorneys, offers legal information and referral services. Trained volunteer counselors provide individual advice on income taxes and health insurance options. This year the Brookline Police Department presented seminars on "scams" against the elderly, as well as cooperating with a senior Pedestrian Safety Group.

Volunteer programs continue to be at the heart of Council on Aging programs. A Retired Men's Club, the Solemates walking group, and a Book Discussion Group meet regu-

larly, and the Friendly Connection, which brings people together to share enthusiasms, has established a variety of interest groups, from scrabble players to expatriate New Yorkers. Volunteers have been enlisted for the Library



Captain Peter Scott discusses "scams".

Connection, which delivers library books to homebound elders, and the SHOP (Students Helping Older People) program, in which high-school students help seniors with their weekly grocery shopping. A Council on Aging booth at the annual Coolidge Corner Arts Festival was staffed by volunteers, and they assisted in Council offices and in collating and mailing the monthly Senior Calendar.

A major mailing this year listed Brookline's services to seniors and was sent to every Town resident over 60. The Council on Aging hopes that most of these services will eventually be brought together in a new Brookline Senior Center, and to that end, the Town accepted a generous gift of land on Winchester Street. An architectural design contest was held this fall, and in December the Boston firm of CBT was chosen to design the new building.

Veterans' Services

The Department of Veterans' Services is mandated by Massachusetts General Laws, Chapter 115, as most recently amended. The department is responsible for assisting needy Veterans and/or their dependents with ordinary living and medical expenses. The scope of these expenses is regulated by directives issued by the State Commissioner of Veterans Benefits and Services. Assistance is provided for ordinary living expenses including rent, food, clothing and utilities. Medical assistance covers expenses for hospital in-patient or out-patient stays, medications, doctor's visits, laboratory work, dental care and stays at nursing homes. All medical bills are paid at a rate set by the State. Veterans and/or their dependents who are over 65 years of age or disabled and receiving Social Security Disability or Medicare coverage are covered by a Medicare supplemental insurance that covers the cost of prescription drugs after a co-payment by this office. This results in a substantial savings to the Town.

The Town of Brookline appropriates the full amount of money that is needed to assist the Veterans and/or their dependents and each month a report is submitted to the Department of Veterans' Services itemizing the amount of expenditure and what it was for. As per Massachusetts General Laws, Chapter 115, the state is required to then reimburse the Town of Brookline 75% of all approved expenditures.

The department is also obliged to file for all Veterans Affairs benefits that the Veteran may be entitled to, as well

as other federally funded benefits, such as Social Security and SSI. The staff of two is presently handling about 50 cases per month.

The amount of Veterans Affairs direct payment benefits received by Town Veterans and/or their dependents for the last calendar year was in excess of \$925,000. Receipt of this amount, in addition to having Veterans utilize the Veterans Affairs Hospitals and out-patient clinics, represents a direct savings to the Town of Brookline and the State.

The Director of Veterans' Services, Bernard J. Belcastro, is on the Legislative Committee of the Massachusetts Veterans' Service Agents Association and appears before the House and Senate on various bills and legislation concerning Veterans. He also serves on the Advisory Board to the State Commissioner of Veterans' Services.

Copies of discharge records and vital statistics for most Brookline Veterans are maintained by the department. Grave registrations are recorded to ensure that every Veteran's grave is decorated with a flag on Memorial Day. There are approximately 3,750 Veterans interred in Holyhood, Walnut Hills and Walnut Street Cemeteries. The department is responsible for ordering from the Department of Veterans' Affairs in Washington, D.C. the markers that are placed on Veterans' graves.

With the cooperation of Brian Cloonan, Executive Director of Brookline Housing, the department was able to place three Veterans in housing.



Celebrations Committee

Flag Day was celebrated on Sunday, June 16 with the Annual Parade, Carnival, Craft Fair, Road Race and Pancake Breakfast. This year's Grand Marshal was Gerald S. Kaplan, Principal of the Edward Devotion School. He was honored for 25 years of outstanding service to the Brookline School system. The weather cooperated for a successful day and all events were well attended by the town's citizens. The cost of the day was supplemented by an Ad Book championed by James Nickerson, Commissioner of the Building Department and a member of the Celebrations Committee. This was a tremendous event and we hope it will continue to be as successful in the future.

The Town Hall Dedication Plaque in front of Town Hall was refurbished and a protective coating was added to it as part of our program to maintain the monuments in the Town of Brookline.

The Veterans' Services Department serves as a "one stop" center for Veterans. In addition to duties to aid, assist and advise, as stated in Chapter 115 of the Massachusetts General Laws, the department provides counseling, files claims, explores all possible sources of service and revenue available, rehabilitates, makes Veterans aware of their own assets, and treats them as human beings with dignity and courtesy. The staff believe they have earned this through their service to our Country.



Spirit of America Marching Band, 1996 Flag Day Parade

Commission on the Status of Women

Pursuant to the requirements of Article XI-D of the Town's By-laws, as amended on June 6, 1989, the Brookline Commission on the Status of Women submits the following annual report to the Board of Selectmen:

The Commission on the Status of Women acts as a centralizing force in the Town and the community to deal with all women's issues. There are currently ten appointed commissioners with an additional appointment pending, two Brookline High School students who serve as ad hoc members, and a liaison from the Town Counsel's Office. The Commission is dedicated to ensuring that women's rights are protected and that gender equity is upheld.

This year, the Commission hosted its Seventh Annual Essay Contest in celebration of Women's History Month. The competition encourages students to write an essay entitled, "A Woman Who Inspires Me". The purpose of the competition is to raise the consciousness of young people about the role women play in the world. It is open to all students in grades five through eight in Brookline's public schools. The Commission judges the submissions and awards prizes to the first, second and third place students in each grade. In 1996, over 200 hundred students participated in the contest.

The Commission is represented on the New England Coalition of Women's Commissions. Through our involvement in the Coalition, the Commission is able to exchange information and develop strategies to further the goals of the individual commissions. The Brookline Commission will use this new information to strengthen its informational resources for the Town and its citizens.

The Commission is an active member of the Town's Domestic Violence Task Force. The task force educates women in Brookline about their right to live in an abuse-free environment and their options for escape.

The Commission is pleased to continue to have two ad hoc members from Brookline High School. This link to the needs and concerns of Brookline's youth greatly increases the Commission's ability to educate and empower all of Brookline's residents about women's issues.

In the next fiscal year, the Commission expects to continue and improve upon this year's accomplishments. The Commission will study the status of women in Brookline's town government. The Commission will also sponsor a Women's Film Festival that will celebrate recent works of women directors and highlight, if possible, local artists.

Americans with Disabilities Act Transition Team

The federally-mandated Americans with Disabilities Act (ADA) Transition Team was created by the Board of Selectmen in 1993. The goal of the Transition Team remains the evaluation of Town programs, services, buildings, streets, sidewalks, parks and playgrounds in order to assure accessibility for persons with disabilities.

Membership

In 1996, Team members included Selectwoman Ronny Sydney, who served as Chairwoman, Human Relations-Youth Resources Commission Director C. Stephen Bressler, Special Education Administrator Carol Daynard, Public Works Commissioner Thomas DeMaio, Preservation Commission member Ruth Dorfman, Commission on Disabled member Ellen Fitzgerald, Linda Freeman, Roger Goldstein, Associate Town Counsel Joslin Ham, Building Commissioner James Nickerson, and Louise Russell. Ms. Daynard left the Brookline Public School in mid-year and was succeeded on the Team by Pat Walsh.

Administration

During 1996, the Transition Team received staff and budgetary support through the Human Relations-Youth Resources Commission. Director C. Stephen Bressler served as Coordinator of the ADA Transition Team.

Programming

The Team's major effort in early 1996 was to complete the Town's self-evaluation and transition plan. The Team

voted to accept the Transition Plan on February 1 and made its presentation to the Board of Selectmen on March 5. The ADA Coordinator presented an update on ADA at the November 26 meeting of the Board of Selectmen.

ADA Coordinator Stephen Bressler continued to work with Director of Public Buildings Charles Simmons in implementing the Transition Plan. He also met with Fire Chief Robert English on August 9 and November 12 regarding the preparation of an Evacuation Plan for public buildings. On August 21 he met with Assistant Headmaster Stephen Barasso and Commission for the Disabled member Linda Zack on High School accessibility problems.

Responding to a complaint, the ADA Coordinator discussed the matter of how Brookline taxi companies handle fares requiring accessible transportation with Transportation and Engineering Director John Harris. Also with Mr. Harris, the ADA Coordinator responded to complaints about several deteriorating sidewalk curbs. Lastly, the ADA Coordinator discussed program accessibility with High School Headmaster Dr. Robert Weintraub.

The Team Coordinator attended the April 17, July 9 and July 30 meetings of the Brookline Commission on the Disabled and participated in that body's review of the renovation plans for the High School.

On May 13 and 14, the ADA Coordinator attended "ADA Without Fear: Solutions for the State and Local Governments" sponsored by the Massachusetts Office on Disability and the Adaptive Environments Center in Marlborough. On October 25 and November 4, he attended workshops on children with learning disabilities included as part of conferences sponsored by the Middlesex County Project Alliance and Wheelock College, respectively.

FINANCE

Finance Department

The Department of Finance was established by the enactment of special legislation - Chapter 25 of the Acts of 1993, Massachusetts General Laws. This Home Rule Petition was the culmination of extensive work by the Committee on Town Organization and Structure. The intention of the reorganization was to establish a consolidated and unified Finance Department that would provide coordination for all financial activities. The end results were to attain efficiency and improved effectiveness in operations, flexibility in resource utilization, economies from a larger scale operation, elimination of duplication, improved communications and an environment that would foster development of innovative and creative initiatives. The department was created on July 1, 1993 and was staffed and became operational during January 1994.

Organization

The department is comprised of the following divisions:

- Division of Accounts managed by Judith A. Haupin, Town Comptroller
- Division of Assessing managed by George F. Moody, Chief Assessor
- Division of Information Services managed by Jonathan T. Snodgrass, Manager of Information Services
- Division of Purchasing managed by Edward F. Clasby, Chief Procurement Officer
- Division of Treasury managed by Harvey J. Beth, Treasurer/Collector

The department is overseen by the Director of Finance who is responsible for the management of the administrative functions of the various divisions as well as the coordination of all functional activities. The enabling act stipulates that one of the divisional managers shall also serve as the Director of Finance. Harvey J. Beth, Treasurer/Collector, has served as the Director of Finance since its creation.

Third Year Accomplishments

Much of the activity of the Finance Department was devoted to the quest for improved operations with an emphasis on maximizing the use of existing resources. A comprehensive review of the significant accomplishments of the Finance Department is summarized within the individual divisional reports that follow. The Finance Department team approach to problem solving provided a broader base that enabled each division to achieve improvements that previously were difficult, at best, to

accomplish because of their individual lack of resources and capacity.

Several of the more noteworthy achievements that were accomplished through collective and collaborative departmental team efforts were:

- The Town's Aaa bond rating was maintained.
- Significant progress was made in computer systems upgrading.
- The computer networking system was modernized and expanded.
- Use of the electronic mail (E-Mail) system was greatly expanded.
- Continued fiscal planning support services were provided to the executive office.
- The Town-wide computer training program was revised and enhanced.
- Inter-divisional development training sessions and workshops were commenced.
- Expanded communications through Internet facilities were developed.
- Support services for special projects were provided.
- Inter-divisional and interdepartmental personnel sharing and cross training were expanded.
- Collaborative and group problem solving was developed and formalized.
- The 1996 Town-wide revaluation was accomplished in a timely manner and with minimal complaints.
- An advanced and improved G.I.S. program was developed and put into operation.
- Functions, including General Services and telecommunications, were added.
- Innovative debt management related to the High School remodeling was initiated.

The items in the list above represent some of the most significant improvements that helped yield numerous tangible and intangible benefits. The periodic group meetings, working sessions and occasional brainstorming discussion periods helped solidify us into a stronger support group, developed a unique team "esprit de corps" and provided a synergistic effect from creative problem solving for many operational issues. The team efforts, in consort with an expanded group established by the Town Administrator, helped develop sound fiscal policy that has brought attention to Brookline. Many communities have begun to look to us for advice and guidance. For example, the Towns of Framingham and Brunswick, Maine were recently advised by the Moody's bond rating agency that Brookline was establishing benchmarks of excellence in financial policy, achievement, reporting and practices and it was suggested that they visit and review our operations.

Longer-Term Objectives

Our primary objective is to continue to find ways to improve and accomplish the mission originally established for the Department of Finance. The department recognizes that we are still at the very beginning of developing procedures, policies and programs that will continue to become municipal government benchmarks for the year 2000 and beyond. The developments that have brought us to this highly regarded status continue to be examined for enhancement possibilities, strengthening, refinement and beneficial state of the art upgrades.

Consistent with the comments above regarding accomplishments, a thorough synopsis of the longer-term objectives of the department are found in the goals and objectives presented within each divisional report below. As a collective group, we will continue to assist one another in our efforts to accomplish and achieve. We are also dedicated to helping all other sectors of the Town in bringing enhanced first class services to our municipal officials, our constituents, the Town's diverse resident groups, and all others that we serve or work with.

Comptroller's Division

Throughout 1996, the Comptroller's Office continued the previous years' initiatives. The major project for the year was the conversion of the in-house financial information system. This required considerable coordination between the Comptroller's Office and other Town agencies, in particular the Division of Information Services. During the months of April and May 1996, all financial transactions for cash receipts, journal vouchers and accounts payable were paralleled and the new Pentamation based system went live on June 1, 1996. During the parallel process, system specific training materials and documentation were prepared. Once this occurred the division began the process of training users in on-line displays and queries, report generation and data entry, utilizing the new PC training center. All major departments have received training, and those with networked system access are doing their own data entry and report generation. We await the expansion of the network to complete training and implementation for departments not located in Town Hall. In addition, staff worked together to enhance the quality of service provided by the financial systems and continued to do functional cross-training within the department.

The Accounts Payable group, working with personnel from other municipal and school departments, continued to serve the nearly 13,000 vendors and others who sought timely payment during the year. Over 50,000 invoices and other payment requests were processed during the calendar year, resulting in more than 22,000 checks issued.

A total of 1,832 full-time and part-time Town employees

and 3,393 full-time and part-time School employees were paid in excess of \$97,151,000 (\$44,841,000 for Town and \$52,310,000 for School employees) during the year. More than 5,225 W-2s were issued by January 31, 1997, and the usual plethora of payroll tax returns, deduction reports, federal EEO reports and affirmative action reports were issued on time.

The Comptroller and her staff worked closely with other key departments to enhance internal controls and financial reporting within the town. This included assisting the Finance Director and Assistant Town Administrator in producing quarterly financial reports. The Comptroller worked closely with the Director of Information Services and other members of the new financial system implementation team to ensure a smooth conversion of data and implementation of the new financial reporting system.

The Comptroller's staff is the recipient and synthesizer of financial data from all departments within the Town. The Comptroller gratefully acknowledges the fine work and dedication of her staff and the many other departments through which quality financial data and documents are produced on a consistent basis throughout the year. This year, with the advent of the new financial reporting system, the data entry responsibilities for accounts payable were rolled out to originating departments. This has raised the necessity for effective teamwork to a new level, and we believe that the rollout has resulted in departments being better able to control their budgets and receive accurate financial data.

Assessing Division

The revaluation of all property every three years is the Board of Assessors' most challenging task. The Board successfully completed the 1997 revaluation earlier than in previous revaluation cycles. This timely completion allowed the Town to mail bills thirteen days earlier than the previous year. This benefits taxpayers who wanted to pay early for the additional 1996 tax deduction and also benefits the Town by increasing interest income.

It is the Board of Assessor's continuing goal to improve outreach to taxpayers by providing more information on

valuation procedures. One way to accomplish this objective is to have individual hearings with homeowners prior to the Board's finalization of values. This practice was started in FY91 when the revaluation was brought in-house.

Because individual hearings are costly, the Board of Assessors and the Assessment Practices and Procedures Committee developed an evaluation survey which was mailed to every taxpayer that had a hearing during the FY94 revaluation. The survey was done to determine whether the hearings should continue and whether the

information gained from hearings was useful. The survey revealed that although many taxpayers did not believe they received useful information at hearings they still wanted them held. Based on the survey results the Board of Assessors again scheduled hearings but mailed a letter to taxpayers with a more detailed explanation of what to expect at hearings. The number of hearings scheduled in connection with this revaluation, 918, was the lowest ever. In FY91 there were 1,402 scheduled hearings and in FY94, 1,586 hearings were scheduled. The office also increased the number of days that hearings were held. In FY91 hearings were held for ten days; in FY94 hearings were held for twelve days, and in FY97 hearings were held for eighteen days.

The Board feels that the reduction in hearings was caused not only by the more detailed mailing but also because more information was available to the public through the enhanced computer system, including terminals at the main library. The inclusion of the library to our network gave the public greater access with more time in which to peruse records.

A reduction in abatement applications was also seen. In connection with the revaluation of 1991, we received 2,284 applications; in 1994, there was 1,284 applications; and for the 1997 revaluation, there were only 733 applications. This is a 43% reduction in applications from 1994 to 1997

and a 68% reduction from 1991 to 1997.

In addition, the Board continued to reduce the number of pending Appellate Tax Board cases. By the end of CY96, there were only 336 cases pending at the Appellate Tax Board. This is the lowest caseload Brookline has ever had.

The Board of Assessors would like to commend the staff for their continuing endeavors in professional achievement and also thank the other members of the Finance Department and the staff at the Main Library for their assistance with the revaluation.



Brookline Board of Assessors

Information Services Division

The Division of Information Services has been continuing the migration to open systems. The Town's network has been expanded to include a fiber link between the Town Hall, Health Department, Police Department, Fire Headquarters, and the Main Library. Wiring is complete. We are currently awaiting the arrival of the router that will complete this link. ISDN lines are also in place in the offices of the Council on Aging, the Soule Recreation Center, and Town Garage. We are awaiting the arrival of a new ISDN server that will complete these links. Our pilot installation was the Council on Aging. This worked fairly well but will be improved, we feel, by the addition of the new server.

The first round of training for computer users has been completed in the Town's new training center. This included Introduction to Windows, Introduction to Microsoft Word, Introduction to Microsoft Excel, and an additional Word class featuring text formatting and the use of mail merge features. The training center also was the focal point for training in the new financial system. The Comptroller provided classes for all users of the new financial system both in the preparation and entry of data and in access to data already in the system. We are experiencing a learning curve with the new system, but the users do see an improvement in their ability to access timely data. Additional courses both at the personal computer level and for the new financial system are planned.

The Information Services Department continues to monitor the successes and the problems of neighboring communities with respect to the other Pentamation software modules currently planned for implementation. The ven-

dor's support capabilities remain the primary concern. As Massachusetts based systems are new to Pentamation, they too are experiencing a learning curve with respect to the Massachusetts version of their software. As this version is still in the development phase, it is less stable than the more mature installations in other states. These concerns have caused us to delay the implementation of Payroll. The Town will continue to monitor other communities before finalizing an implementation schedule in this area. In the interim, the Information Services Department has written a programmatic interface between the current ADP payroll system and the new financial system. This is providing for the timely data transfer of payroll expenses into the new system. The costs of the ADP service will be budgeted through the upcoming fiscal year.



Supervisor of Mailing/Printing Tim Sullivan

The DEC Alpha, installed last year, was expanded to include capacity for the School Administration package which has been purchased and installed. Further expansion provides the capacity needed to host additional GIS software licenses. These licenses have been upgraded from the original single user single system status to a level that will now support multiple GIS users (up to nine concurrent users).

Major strides have been made in GIS applications in the past year. The original Sun Sparc Station is now networked to the DEC Alpha. This provides both additional speed and storage capacity. The base map originally obtained from Boston Edison Company has been updated by the Town's contracted vendor Camp Dresser and McKee so as to include parcel identity as well as water, sewer and drain networks. All of these data tiles were examined upon their turnover to the Town to ensure their accuracy. Electronic matching was performed between the digitized parcel data and the Assessor's CAMA database to ensure that they agree. Exceptions were identified, reviewed by the Assessor and revised. Internally Brookline GIS has developed voter precincts, police dispatch districts, zoning, school districts, school buffer

areas, open spaces, one way streets, T Stop locations, bus routes, and stop signs. We have also linked in data from other sources providing for underground storage tank locations, US census data, wetlands, digital orthophotos and USGS topographic quads. The training center will be playing host to GIS training sessions in February. Attendees will be provided with the training and tools necessary to access and utilize these data layers. The initial sessions will concentrate on Arc View software. Additional sessions will be scheduled in the area of Avenue Programming and Arc Info Software for the more advanced users of GIS systems.

The planned public safety systems upgrade is also progressing. As a first step toward the move to open systems computer specifications were prepared and reviewed by the Town's Computer Advisory Committee, the Police Department and their software vendor. The bid procedures were completed and the contract awarded. An order was placed and we are currently awaiting delivery of the hardware. Wiring is also complete within the Police Station in anticipation of the new system. A software upgrade is next on the agenda.

Purchasing Division

The Purchasing Division achieved considerable success in implementing the Town's policy with regard to purchasing products with recycled content. A total of 27,300 reams of copy paper with a minimum content of 20% postconsumer waste, 2,100 cases of paper towels and toilet tissue with a minimum content of 40% postconsumer waste, and 1,000 curbside recycling bins with a 50% recycled plastic content were purchased during the year. The total dollar value of these purchases was \$97,000 which represents a 95% increase over last year.

The October 1996 flood required prompt action to document resulting damage to Town buildings and restore the buildings for use. An insurance adjuster was immediately engaged to act for the Town relative to property insurance claims and a commercial cleaning contractor was engaged to provide emergency cleaning and disinfecting services. The Purchasing Division has continued to work with the insurance adjuster to coordinate the detailed documentation required to establish the insurance claim. Total costs for repairs to Town buildings, personal property damage, and emergency cleanup are now estimated to exceed \$950,000. It is expected that between the Town's flood insurance recovery and FEMA assistance, the Town will suffer little if any net financial loss.

In response to a suggestion made at Town Meeting, a major effort was made to dispose of obsolete equipment by offering items for sale to Town residents. Through the cooperation of the Building Department and the Department of Public Works, surplus items were moved from the basements and storerooms of various buildings to the Park Maintenance Building at Larz Anderson Park. A combination auction and yard sale was held on November

25, 1996. In addition, public bids were solicited for the sale of a variety of obsolete vehicles and scrap metal. The combined revenue from these sales was \$4,468.

The High School project has taken on particular significance in the Purchasing Division. The first procurement stage involved the issuing of bids and contracts for specialized services related to the project. Three year requirements for Moving and Rigging Services, Industrial Hygiene and Safety Services, and Construction Testing and Inspection have been bid with a combined estimated value of \$313,121. The next phase requires final specification review, bidding, and contracting for classroom furniture, office furniture, library shelving, an upgraded telephone system, audio-visual equipment, and computers. Specifications for these items are complicated by large numbers of individual items and the requirement for phased delivery over three years. The Purchasing Division's overriding goal is to see that all steps related to this procurement effort are completed and that items are delivered on time during the life of the project.

The Cable Television Coordinating Committee continued to work through the steps in the formal franchise renewal process. A detailed request for proposals was issued in July and Cablevision of Brookline's proposal was received in September. Representatives of the Town and Cablevision held six negotiating meetings during October and November but were unable to come to an agreement. The Board of Selectmen, acting on the recommendation of the CATV Coordinating Committee voted a preliminary assessment of denial of a license. Continuation of the process will lead to an administrative proceeding which may be followed by renewal or final denial. Final denial

would then lead to judicial review. The Chief Procurement Officer provided administrative support to the Coordinating Committee throughout the process.

Specific divisional objectives for 1996 were completed as follows: seven new blanket contracts were issued with a total estimated value of \$414,000; an invoice aging database was established; and, all vendor statements were

referred to operating departments for follow-up. A database with the specifications for every type of lamp used in each of seventeen different buildings was established to facilitate ordering. The Purchasing Division implemented on-line encumbrance of purchase orders as the first step in establishing a computerized purchasing system utilizing the Pentamation financial system software.

Treasury Division

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 1996 along with a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury and Collecting Division for the year.

This was a second full year of the rebuilding that began with the advent of a consolidated Department of Finance. The reorganization that began just over two years ago has continued and has been strengthened. The functional workgroups that were initially created to provide more effective service and internal cross training have begun to bear fruit. Internal coverage for periods of peak needs was expanded. The specialized units established over a year ago were more effectively used with a resultant improvement in customer service to most all. Staff morale remained favorable and supportive.

Duties

This division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration of debt, and the proper disbursement of funds. In summary, the aggregate receipts and disbursements, exclusive of the interim investment and reinvestment activities, for the fiscal year that began on July 1, 1995 and ended on June 30, 1996 were as follows:

Cash and investments - beginning of year	\$ 35,911,558
Fiscal 1996 cash receipts	150,976,293
Total	186,887,851
Less:	
Fiscal 1996 cash disbursements	(153,848,524)
Cash and investments - end of year	\$33,039,327

The remainder of this report will focus on several major accomplishments that were achieved by this division during the year.

Property Taxes

The aggressive delinquent collection campaign that was initiated in 1994 continued during the year. Again, for the third year in a row, we reduced the amount of outstanding

and unpaid property taxes. The level of unpaid taxes was reduced by over \$510,000 which represented a 37% reduction. Levels of unpaid taxes are the lowest they have been in over ten years. The collection program described in the 1994 Annual Report has been very effective. Uncollected property taxes have decreased from \$1.7 million at the beginning of FY94 to a level of \$0.9 million at the end of FY96, approximately a 50% reduction.

Municipal Lien Certificates

A significant responsibility of this office is the timely and accurate issuance of municipal lien certificates related to each real estate transfer or sale. This document is required before buyers and sellers of property can finalize all their arrangements. Lawyers and mortgage lending institutions depend upon this service and owners of property require immediate attention. Last year the office issued 2,018 certificates. This is about 800 more than the number issued during an average year. More importantly, the staff was able to keep up with the peak demands and respond within three days to almost every request without sacrificing accuracy.

Motor Vehicle Excise

The division continued to participate in the Registry of Motor Vehicle license renewal and registration renewal marking program. Failure to be able to renew these two important permits has proven to be a very effective collection stimulus. Outstanding motor vehicle excises were reduced by over \$127,400. This was a reduction of over 10% from the previous year and continued the trend started during 1994. Over 94% of the 33,700 bills issued during the year were collected on a timely basis.

Cash Management

A total of \$1,128,000 in investment income was earned during the year. This was about \$284,000 more than the amount earned during 1995. This increase was the result of an aggressive cash management program that was instituted during the latter part of 1994. Use of a new automatic "sweep" account that invests funds each night, along with the use of a weekly interest rate bidding request have ensured our obtaining the highest rates available while

retaining prudent safety and necessary liquidity throughout the year. Higher risk type investments, such as derivatives and similar devices, are specifically avoided. The Commonwealth's "legal" list of investments for savings banks and other thrift institutions are the only allowable investments that are used.

Other Accomplishments

The office continued to search for less expense ways to obtain the required banking and financial advisory services. Over the last two years we proudly reported a 50% reduction in these costs. This year we were able to accomplish an additional significant reduction through very competitive bidding. These costs were reduced by \$16,000 or 22.5% for 1995. Over the past three years, banking service costs have been reduced from \$150,000 per year to around \$60,000 per year.

Expenses related to other financial advisory services, especially with the issuance of bonds, were similarly put out to bid. During 1994 and 1995 we were able to retain the same level of service with a 34% and a 5% reduction in costs, respectively. This year that trend continued. Costs for these services decreased by about 5% but the level of activity, due in large part to the 1995 High School remodeling capital project, increased almost twofold. Again, as was noted last year, these costs were kept in

check because a significant portion of this work was accomplished internally.

One additional noteworthy event for FY96 relates to the High School remodeling Proposition 2 1/2 debt exclusion. The State legislature adopted a new law during the year that enabled a delay in the permanent borrowing related to this \$43.8 million project. We were permitted to begin a five-year temporary borrowing that enables us to pay interest only during that time period. The objective of this new legislation is to defer payment of bond principal until the period of time that the Town begins to receive the reimbursement of 61% from the State's School Building Assistance program. This has helped delay and minimize the impact on the tax bills for the next five years.

Closing

Again, your Treasurer/Collector is proud to present these accomplishments. They signify that we are attempting to serve the community with pride and excellence. The most important message, however, that this brings is that we are a proud team of professional public sector employees. As the manager of the division, the Treasurer/Collector wants to use this opportunity to publicly express his thanks to an exceptional staff of dedicated people who made this all happen. My rewarding job and our many successes are a direct result of their exemplary performance.

Retirement

The Brookline Retirement Board administers, in accordance with M.G.L. Chapter 32, the Contributory Retirement System which includes most Town employees excluding teachers who are covered by a separate state system. The Board and staff are overseen by the Public Employee Retirement Administration Commission, the State agency responsible for the administration and regulation of 107 public retirement systems state-wide.

The retirement staff administrated by a Director and overseen by a five-member Board, provides counseling to employees regarding their rights and benefits, processes all retirements voted by the Retirement Board, and issues annual statements of account to all members. In addition, the staff is responsible for the accounting of administrative expenses as well as the investment portfolio. A copy of all accounting records are sent to the state monthly. The staff is also responsible for maintaining membership records, retiree records, and issuing a monthly payroll to approximately 800 Town retirees.

The Retirement Board employs three professional investment managers to invest the assets of the retirement system in accordance with investment policies promulgated by the Board and approved by the State. In addition to the managers, a bank custodian is retained for the custody of the investment portfolio and an asset consultant is on retainer to provide investment advice to the Retirement Board and perform manager searches, when necessary and performance evaluations, and to assist on all other

matters regarding the investment of the Pension Fund. An actuary is also retained in order to provide a report on the funding of the pension fund and to determine the proper annual appropriation to be made by the Town. This information is sent to the State to be certified.

The Public Employee Retirement Administration Commission provides an annual report to all 107 retirement systems that ranks them in order of performance. In 1995 the Brookline Retirement System ranked 9th in performance among the 107 Massachusetts public funds with a total return of 26.35%. Over five years the Brookline Retirement System ranks 3rd with a return of 13.62%. In 1996, the Retirement Fund earned a 10.7% return. Due to the cutoff date for this report, the State ranking of Massachusetts public funds was not available.

The pension fund's market value at the end of 1996 totaled \$104.3 million dollars. An updated actuarial valuation was performed in early 1996 which indicated an under-funded liability of \$62,972,300, a decrease of \$3 million from the 1994 report. The fund as of January 1, 1996 is 59.7% funded versus 54.0% as of January 1, 1994. The fund is expected to be 100% funded by the year 2028. This information is used by the Retirement Board to assess their investment performance among their particular peer group.

The membership of the Retirement Board was increased to five due to a change in the state pension laws that took effect in November of 1996.

TOWN OF BROOKLINE TELEPHONE DIRECTORY

MAIN NUMBER 617-730-2000

EMERGENCY TELEPHONE NUMBERS:

POLICE	911
FIRE	911
AMBULANCE	911
HIGHWAY	730-2160
PARKS	730-2167
WATER/SEWER	730-2175
HOME HEATING	730-2300 (weekdays)

DEPARTMENT	<u>TELEPHONE</u>	<u>FAX</u>
ASSESSORS	730-2060	739-7572
BUILDING	730-2100	739-7542
COMPTROLLER	730-2022	730-2298
COUNCIL ON AGING	730-2111	739-7515
ECONOMIC DEVELOPMENT	730-2468	730-2040
FIRE (office)	730-2272	730-2391
FIRE (non-emergency)	730-2260	
HEALTH	730-2300	730-2296
HUMAN RELATIONS/YOUTH RESOURCES	730-2330	730-2296
INFORMATION SERVICES	730-2003	730-2054
LIBRARY		
MAIN LIBRARY	730-2345	
COOLIDGE CORNER BRANCH	730-2380	
PUTTERHAM BRANCH	730-2385	
ADMINISTRATIVE OFFICE	730-2360	232-7146
PERSONNEL	730-2120	730-2054
PLANNING	730-2130	730-2442
POLICE (non-emergency)	730-2222	730-8454
PRESERVATION COMMISSION	730-2089	739-7542
PUBLIC WORKS		
ADMINISTRATIVE OFFICE	730-2156	730-2258
CEMETERY	730-2179	730-2258
CONSERVATION	730-2088	730-2258
ENGINEERING	730-2139	730-2258
HIGHWAY	730-2156	730-2258
PARK/FORESTRY (non-emergency)	730-2145	730-2167
WATER/SEWER (non-emergency)	730-2170	730-2258
RECYCLING HOT LINE	730-2500	
PURCHASING	730-2195	730-2054
RECREATION		
MAIN OFFICE	730-2069	739-7531
GOLF COURSE	730-2078	
GYM	730-2279	
HIRE ONE	730-2076	
RAFT PROGRAM	739-7578	
SKATING RINK	739-7518	
SWIMMING POOL	730-2778	
RETIREMENT	730-2028	730-2298
SCHOOLS	730-2400	730-2108
SELECTMEN	730-2200	730-2054
TOWN ADMINISTRATOR	730-2211	730-2054
TOWN CLERK	730-2010	730-2298
TOWN COUNSEL	730-2190	730-2054
TRANSPORTATION	730-2177	730-2258
TREASURER	730-2020	730-2298
VETERANS' SERVICES	730-2112	730-2296

To view the Brookline Home Page on the Internet as well as the community service page "Brookline On Line", maintained by Mark Levy, please visit "<http://www.brookline.mec.edu>".

TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638

Incorporated: 1705

Population: 53,426

Land Area: 6.81 Square miles

Government: Representative Town Meeting (251 Town Meeting Members) with five-member Board of Selectmen and Town Administrator.

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

FY 1997 Assessed Valuation:
\$4,947,233,000

FY 1997 Tax Rate:

Residential \$18.13
Commercial \$27.43
Residential Exemption \$61,170

Political

Registered Voters	32,899
Democrats	14,693
Republicans	3,327
Unenrolled	14,806
Libertarian	34
Interdependent	32
Socialist	3
Green Party USA	3
Conservative	1

Brookline Legislators

United States Senators	United States Representative in Congress
Edward M. Kennedy	Barney Frank
John F. Kerry	
State Senator	State Representatives
Lois Pines	John A. Businger David B. Cohen Paul C. Demakis David Donnelly Steven A. Tolman

The Town of Brookline is an Affirmative Action/Equal Opportunity employer.

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities.

The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.

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**Deloitte &
Touche LLP**



Town Of Brookline, Massachusetts

*General Purpose Financial Statements
and Required Supplementary Information
and Supplemental Schedules for the
Year Ended June 30, 1996
and Independent Auditors' Report*

TOWN OF BROOKLINE, MASSACHUSETTS

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**INDEPENDENT AUDITORS' REPORT**

The Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts (the "Town"), as of and for the year ended June 30, 1996 (December 31, 1995 for the Pension Trust Fund) as listed in the accompanying Table of Contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Brookline, Massachusetts, at June 30, 1996 (December 31, 1995 for the Pension Trust Fund) and the results of its operations and cash flows of its Proprietary Fund Type and Nonexpendable Trust Funds for the year then ended, in conformity with generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The accompanying required supplementary information and supplemental schedules listed in the foregoing Table of Contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements. These schedules are also the responsibility of the Town's management. Such additional information has been subjected to the auditing procedures applied in our audit of the general purpose financial statements and, in our opinion, is fairly stated in all material respects when considered in relation to the general purpose financial statements taken as a whole.

As discussed in Note 1 to the general purpose financial statements, in fiscal year 1996 the Town was required to adopt Governmental Accounting Standards Board Statement No. 24, "Accounting and Financial Reporting for Certain Grants and Other Financial Assistance." This statement requires the Town to recognize as income and as an expenditure certain payments made on behalf of the Town by the Commonwealth of Massachusetts.

Deloitte & Touche LLP

February 13, 1997

TOWN OF BROOKLINE, MASSACHUSETTS

**COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS
JUNE 30, 1996 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS AS OF DECEMBER 31, 1995)**

	Governmental Fund Types			Proprietary Fund Type			Fiduciary Fund Types			Account Groups		Total (Memorandum Only)
	General	Special Revenue	Capital Projects	Internal Service Fund	Trust and Agency	Pension Trust	Long-Term Obligations	General Fixed Assets	General Long-Term Obligations	General	Fixed Assets	
ASSETS AND OTHER DEBITS												
CASH AND CASH EQUIVALENTS	\$ 19,408,309	\$ 2,319,890	\$ 6,881,887	\$ 2,400,883	\$ 2,214,151	\$ 252,377	\$ 91,934,334		\$ 33,477,397	\$ 25,057,405	\$ 89,166,955	
INVESTMENTS												
RECEIVABLES:												
Property taxes	\$ 69,114											
Property tax liens	2,028,914											
Motor vehicle excise	1,119,341											
Departmental	576,246											
Intergovernmental	2,257,688											
User charges	2,085,986											
Accrued interest												
Due from other funds												
Other	275,168											
PREPAID EXPENSES												
PROPERTY, PLANT AND EQUIPMENT												
DEPOSITS AND OTHER ASSETS												
AMOUNTS TO BE PROVIDED FOR THE RETIREMENT OF GENERAL LONG-TERM OBLIGATIONS												
TOTAL ASSETS AND OTHER DEBITS	\$ 26,362,978	\$ 4,577,578	\$ 6,881,887	\$ 3,776,540	\$ 17,609,360	\$ 94,139,338	\$ 111,168,737	\$ 69,623,848	\$ 111,168,737	\$ 324,140,266	\$ 316,365,955	
LIABILITIES, FUND EQUITY AND OTHER CREDITS												
WARRANTS AND ACCOUNTS PAYABLE	\$ 4,387,324	\$ 392,212	\$ 475,976	\$ 4,439	\$ 41,866	\$ 853,448						
DUUE TO OTHER FUNDS	709,657											
NOTE PAYABLE												
ACCRUED LIABILITIES:												
Tax abatement refunds	1,684,839											
Sick and vacation												
Pension costs												
Claims and judgments												
Other												
DEFERRED COMPENSATION												
GENERAL OBLIGATION BONDS PAYABLE												
DEFERRED REVENUE												
Total liabilities	13,115,155	2,236,918	3,365,976	1,238,670	1,324,537	\$ 53,448	111,168,737					

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS
JUNE 30, 1996 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS AS OF DECEMBER 31, 1995)

LIABILITIES, FUND EQUITY AND OTHER CREDITS	Governmental Fund Types			Proprietary Fund Type			Fiduciary Fund Types			Account Groups			Total (Memorandum Only)
	General	Special Revenue	Capital Projects	Internal Service Fund	Trust and Agency	Pension Trust	Long-Term Obligations	General Fixed Assets	General Assets	1996	1995		
FUND EQUITY AND OTHER CREDITS:													
Investments in general fixed assets								\$ 69,623,848		69,623,848			66,365,256
Contributed capital									2,044,763		2,044,763		1,728,450
Retained earnings										493,107		493,107	316,313
Fund balances:													
Reserved for:													
Encumbrances and continuing appropriations	4,561,616	248,207	5,199,626				9,770			10,019,219			5,022,837
Nonexpendable trust principal							1,755,597			1,755,597			1,726,288
Workers' compensation claims													129,137
Employees' benefits													78,476,144
Unreserved - undesignated													11,697,401
Total fund equity and other credits	<u>\$ 6,686,207</u>	<u>2,092,453</u>	<u>(1,683,715)</u>				<u>2,602,456</u>			<u>11,697,401</u>			<u>11,763,464</u>
TOTAL LIABILITIES, FUND EQUITY AND OTHER CREDITS	\$ 26,362,978	<u>\$ 4,577,578</u>	<u>\$ 6,881,887</u>	<u>\$ 3,776,540</u>	<u>\$ 17,609,360</u>	<u>\$ 94,139,338</u>	<u>\$ 111,168,737</u>	<u>\$ 69,623,848</u>	<u>\$ 334,140,266</u>	<u>\$ 316,365,955</u>			

See notes to general purpose financial statements.

(Concluded)

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1996

	Governmental Fund Types			Fiduciary Fund Type	Total (Memorandum Only)	
	General	Special Revenue	Capital Projects	Expendable Trust	1996	1995
REVENUES:						
Real and personal property taxes	\$ 80,190,720				\$ 80,190,720	\$ 76,033,298
Motor vehicle excise	3,463,940				3,463,940	3,604,175
Licenses and permits	728,222				728,222	756,107
Investment income	1,683,827	\$ 25,581		\$ 408,953	2,118,361	1,734,961
Intergovernmental	10,199,752	5,327,406	\$ 279,793		15,806,951	13,783,284
Payments in lieu of taxes	1,500,839				1,500,839	1,049,753
Water and sewer revenue	14,517,561				14,517,561	12,743,272
Departmental and other revenue	6,251,241	5,650,708		240,314	12,142,263	11,723,365
Fines	2,661,404				2,661,404	2,955,546
Miscellaneous				2,472	2,472	2,226
Total revenues	<u>121,197,506</u>	<u>11,003,695</u>	<u>279,793</u>	<u>651,739</u>	<u>133,132,733</u>	<u>124,385,987</u>
EXPENDITURES:						
Current:						
Education	37,236,716	5,171,839		81,384	42,489,939	40,787,138
General government	3,974,522	182,724			4,157,246	4,110,926
Public safety	21,579,816	229,663		11,688	21,821,167	20,672,846
Public works	21,597,117	312,731		19,060	21,928,908	18,677,046
Human services	1,316,541	63,389		15,442	1,395,372	1,594,801
Leisure services	3,270,230	843,931		166,416	4,280,577	4,255,387
Pension and annuity	7,555,191				7,555,191	7,489,225
State and district assessments	5,436,007				5,436,007	5,319,936
Nondepartmental	9,111,979	1,423,901			10,535,880	13,017,826
Capital outlay			7,251,843		7,251,843	9,844,536
Debt service	6,846,576				6,846,576	6,908,373
Total expenditures	<u>117,924,695</u>	<u>8,228,178</u>	<u>7,251,843</u>	<u>293,990</u>	<u>133,698,706</u>	<u>132,678,040</u>
Excess of revenues over (under) expenditures	<u>3,272,811</u>	<u>2,775,517</u>	<u>(6,972,050)</u>	<u>357,749</u>	<u>(565,973)</u>	<u>(8,292,053)</u>
OTHER FINANCING SOURCES (USES):						
Proceeds of bonds			5,289,450		5,289,450	5,805,000
Operating transfers in (out), net	<u>2,336,511</u>	<u>(2,421,511)</u>	<u>100,000</u>	<u>(15,000)</u>	<u>0</u>	<u>0</u>
Total other financing sources (uses), net	<u>2,336,511</u>	<u>(2,421,511)</u>	<u>5,389,450</u>	<u>(15,000)</u>	<u>5,289,450</u>	<u>5,805,000</u>
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES						
	5,609,322	354,006	(1,582,600)	342,749	4,723,477	(2,487,053)
FUND BALANCE, BEGINNING OF YEAR	7,638,501	1,986,654	5,098,511	1,173,277	15,896,943	20,112,446
RESIDUAL EQUITY TRANSFER						(1,728,450)
FUND BALANCE, END OF YEAR	\$ 13,247,823	\$ 2,340,660	\$ 3,515,911	\$ 1,516,026	\$ 20,620,420	\$ 15,896,943

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

STATEMENT OF REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES (USES) – BUDGET AND ACTUAL (BUDGETARY BASIS), GENERAL FUND YEAR ENDED JUNE 30, 1996

	Final Budget	Actual	Variance Favorable (Unfavorable)	Year Ended June 30, 1995 Actual
REVENUES:				
Real and personal property taxes	\$ 78,735,159	\$ 78,745,011	\$ 9,852	\$ 76,305,472
Motor vehicle excise	3,200,000	3,463,940	263,940	3,604,175
Licenses and permits	721,250	728,222	6,972	756,107
Investment income	1,121,250	1,683,827	562,577	1,433,657
Intergovernmental	10,077,643	10,199,752	122,109	8,873,916
Payments in lieu of taxes	1,043,000	1,500,839	457,839	1,049,753
Water and sewer revenue	14,331,411	14,517,562	186,151	12,743,272
Departmental and other revenue	5,042,529	6,176,059	1,133,530	6,048,039
Fines	2,915,000	2,661,404	(253,596)	2,955,546
 Total revenues	 117,187,242	 119,676,616	 2,489,374	 113,769,937
 EXPENDITURES:				
Education	37,248,232	37,247,772	460	35,452,130
General government	4,117,455	4,008,333	109,122	3,793,540
Public safety	21,417,347	21,394,717	22,630	20,514,176
Public works	20,472,182	20,470,470	1,712	18,632,689
Human services	1,331,087	1,306,004	25,083	1,550,737
Leisure services	3,257,018	3,247,739	9,279	3,122,273
Pension and annuity	7,609,746	7,569,240	40,506	7,465,426
State and district assessments	5,468,971	5,436,007	32,964	5,319,936
Special articles	3,314,443	3,314,443	0	1,494,442
Nondepartmental	9,660,696	9,328,290	332,406	10,495,757
Debt service	6,846,576	6,846,576	0	6,908,373
 Total expenditures	 120,743,753	 120,169,591	 574,162	 114,749,479
 EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	 (3,556,511)	 (492,975)	 3,063,536	 (979,542)
 OTHER FINANCING SOURCES:				
Available funds	1,220,000	1,220,000		216,000
Operating transfers in (out):				
Capital project funds	(100,000)	(100,000)	0	118,000
Special revenue funds	2,314,956	2,314,956	0	2,442,543
Trust funds	121,555	121,555	0	35,000
 Total other financing sources	 3,556,511	 3,556,511	 0	 2,811,543
 EXCESS OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING SOURCES (USES)	 \$ 0	 \$ 3,063,536	 \$ 3,063,536	 \$ 1,832,001

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

**COMBINED STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND EQUITY –
INTERNAL SERVICE FUND, PENSION TRUST FUND AND NONEXPENDABLE TRUST FUNDS
YEAR ENDED JUNE 30, 1996 (EXCEPT FOR THE PENSION TRUST FUND
WHICH IS FOR THE YEAR ENDED DECEMBER 31, 1995)**

	Proprietary Fund Type	Fiduciary Fund Types		Total (Memorandum Only)	
		Pension Fund	Nonexpendable Trust Funds	1996	1995
	Internal Service Fund	Trust Fund	Trust Funds		
OPERATING REVENUES:					
Investment income		\$ 5,288,496	\$ 47,863	\$ 5,336,359	\$ 1,392,295
Premiums		<u>\$ 5,584,793</u>		<u>5,584,793</u>	<u>4,410,688</u>
Net unrealized gains in fair value of investments		9,275,383		9,275,383	42,885
Contributions		9,691,218	70,120	9,761,338	9,586,106
Intergovernmental		<u>1,255,338</u>		<u>1,255,338</u>	<u>964,986</u>
Total operating revenues	<u>5,584,793</u>	<u>25,510,435</u>	<u>117,983</u>	<u>31,213,211</u>	<u>16,396,960</u>
OPERATING EXPENSES:					
Claims	4,967,700			4,967,700	3,793,617
Salaries, wages and fringe benefits		115,909		115,909	112,238
Insurance	123,986			123,986	246,570
Benefits paid		10,326,131		10,326,131	10,236,093
Net unrealized loss in fair value of investments			10,969	10,969	135,875
Member refunds, and transfers and reimbursements to other systems, net		226,331		226,331	268,158
Other		<u>32,318</u>		<u>32,318</u>	<u>92,412</u>
Total operating expenses	<u>5,091,686</u>	<u>10,700,689</u>	<u>10,969</u>	<u>15,803,344</u>	<u>14,884,963</u>
NET INCOME	<u>493,107</u>	<u>14,809,746</u>	<u>107,014</u>	<u>15,409,867</u>	<u>1,511,997</u>
FUND EQUITY, BEGINNING OF YEAR	2,044,763	78,476,144	2,744,783	83,265,690	80,025,243
RESIDUAL EQUITY TRANSFER				0	1,728,450
FUND EQUITY, END OF YEAR	<u>\$ 2,537,870</u>	<u>\$ 93,285,890</u>	<u>\$ 2,851,797</u>	<u>\$ 98,675,557</u>	<u>\$ 83,265,690</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

**STATEMENT OF CASH FLOWS – INTERNAL SERVICE FUND AND
NONEXPENDABLE TRUST FUNDS
YEAR ENDED JUNE 30, 1996**

	Proprietary Fund Type	Fiduciary Fund Type
	Internal Service Fund	Nonexpendable Trust Funds
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income	\$ 493,107	\$ 107,014
Adjustments to reconcile net income to net cash provided by operating activities:		
Net unrealized loss in fair value of investments		10,969
Changes in assets and liabilities:		
Due from other funds	(709,657)	
Claims and judgments	580,095	
Accounts payable and other	3,717	
Net cash provided by operating activities	367,262	117,983
CASH FLOWS FROM INVESTING ACTIVITIES –		
Purchase of investments, net		(1,319,412)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		
	367,262	(1,201,429)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>2,033,621</u>	<u>2,287,140</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 2,400,883</u>	<u>\$ 1,085,711</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

STATEMENT OF CHANGES IN ASSETS AND LIABILITIES – AGENCY FUNDS YEAR ENDED JUNE 30, 1996

	Balance, July 1, 1995	Additions	Deductions	Balance, June 30, 1996
ASSETS:				
Cash	\$ (277,081)	\$ 609,796	\$ 669,957	\$ (337,242)
Investments	10,705,406	2,970,310	494,283	13,181,433
User charges – police detail	<u>409.742</u>	<u>1,049,308</u>	<u>1,104,079</u>	<u>354,971</u>
TOTAL ASSETS	<u>\$10,838,067</u>	<u>\$4,629,414</u>	<u>\$2,268,319</u>	<u>\$13,199,162</u>
LIABILITIES:				
Warrants and accounts payable	\$ 132,661	\$ 1,049,308	\$ 1,164,240	\$ 17,729
Deferred compensation	<u>10,705,406</u>	<u>2,476,027</u>	<u> </u>	<u>13,181,433</u>
TOTAL LIABILITIES	<u>\$10,838,067</u>	<u>\$3,525,335</u>	<u>\$1,164,240</u>	<u>\$13,199,162</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO GENERAL PURPOSE FINANCIAL STATEMENTS YEAR ENDED JUNE 30, 1996 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS FOR THE YEAR ENDED DECEMBER 31, 1995)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The general purpose financial statements of the Town of Brookline, Massachusetts (the "Town") have been prepared in conformity with generally accepted accounting principles ("GAAP") as applied to government units. The Governmental Accounting Standards Board ("GASB") is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of the Town's accounting policies are described below:

- a. ***Reporting Entity*** – The Town was founded in 1630 as a part of Boston and was incorporated in 1705 under the statutes of the Commonwealth of Massachusetts (the "Commonwealth"). The Town operates under a representative town meeting form of government and provides the following services: general and administrative services, individual and community protection, education, health, culture, leisure time, environmental preservation, community development, planning and zoning, water and sewer, and highway and street construction and maintenance. The Town is governed by an elected Board of Selectmen.

GAAP requires that the accompanying general purpose financial statements present the Town (the primary government) and its component units. Component units are included in the Town's reporting entity if their operational and financial relationships with the Town are significant. Pursuant to this criteria, the Town of Brookline's Retirement System (the "System") has been identified as a component unit. The System was established under the authority of Chapter 32 of the Massachusetts General Laws, as amended, and is an independent contributory retirement system available to employees of the Town. The powers of the System are vested in the Retirement Board. The System has been blended into the Town's Fiduciary Funds for reporting purposes.

The Town has entered into two joint ventures with other municipalities to pool resources and share the costs, risks, and rewards of providing goods or services to venture participants directly, or for the benefit of the general public or specified service recipients. The following is a list of the Town's joint ventures, their purpose, and the address where the joint venture financial statements are available:

Joint Venture	Purpose	Address
Massachusetts Water Resources Authority	To provide water and sewer service	100 First Avenue Boston, MA 02189
Massachusetts Bay Transportation Authority	To provide public transportation	10 Park Plaza Boston, MA 02116

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- b. *Basis of Presentation* – The financial condition and results of operations of the Town's funds are presented as of and for the year ended June 30, 1996, except for the Town's Pension Trust Fund, which is presented as of and for the year ended December 31, 1995. The accounting policies of the Town conform with GAAP as applied to governmental units. The Governmental Accounting Standards Board ("GASB") is the accepted standard setting body for establishing governmental accounting and financial reporting principles.
- c. *Fund Accounting* – The accounts of the Town are organized on the basis of funds and account groups, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, fund equity, revenues, and expenditures/expenses. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped in the financial statements into three broad fund categories comprised of six fund types and two account groups as follows:

Governmental Funds

General Fund is the principal fund of the Town and is used to account for financial transactions not properly accounted for in another fund.

Special Revenue Funds are used to provide separate accountability for revenues that are restricted to expenditures for specified purposes (other than major capital projects or expendable trusts).

Capital Project Funds are used to account for resources used for the acquisition of major capital assets except those financed entirely by the general or proprietary funds.

Proprietary Funds

Internal Service Fund is used to account for the financing of goods or services provided by one department to other departments of the Town on a cost reimbursement basis. The Town's internal service fund is used to account for the financing of medical claims of all covered Town employees and their covered dependents. Amounts are charged to other funds and covered employees for services provided.

Fiduciary Funds

Trust and Agency Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. These include expendable trusts, nonexpendable trusts and agency funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds. Nonexpendable trust funds are accounted for in essentially the same manner as proprietary funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Fiduciary Funds (Continued)

Pension Trust Fund is used to account for the assets, liabilities, and changes in net assets available for benefits of the Town administered retirement system.

Account Groups

The General Long-Term Obligation Account Group is used to account for general obligation bonds and other forms of long-term obligations of the Town that are backed by the full faith and credit of the Town and not recorded as proprietary funds.

The General Fixed Assets Account Group is used to account for all general fixed assets of the Town.

- d. *Measurement Focus and Basis of Accounting* – Governmental and Expendable Trust Funds are accounted for using a flow of current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when they become both measurable and available. “Available” means expected to be collected within the current period or soon enough thereafter to be used to pay liabilities of the current period. Significant revenues susceptible to accrual include income, sales and use, corporation and other taxes, federal grants, federal reimbursements and other reimbursements for use of materials and services. Revenues from other financing sources are recognized when received. Expenditures are recorded in the period in which the related fund liability is incurred. Principal and interest on general long-term obligations are recorded as fund liabilities when due.

Proprietary Funds, Nonexpendable Trust and Pension Trust Funds are reported using a flow of economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. This measurement focus emphasizes the determination of net income. For all proprietary funds that use proprietary fund accounting, the Commonwealth applies all applicable Financial Accounting Standards Board (“FASB”) pronouncements issued on or prior to November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements.

Agency Fund assets and liabilities are reported using the modified accrual basis of accounting. They are custodial in nature and do not measure results of operations or have a measurement focus.

- e. *Encumbrances and Continuing Appropriations* – Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in order to reserve that portion of the applicable appropriation, is employed in governmental funds. Open encumbrances at year end are reported as reservations of fund balances. Encumbrances do not constitute expenditures or liabilities, except for budgetary purposes.

Certain unexpended and unencumbered appropriations for incomplete projects are carried over to succeeding years. Such continuing appropriations are accounted for similar to encumbrances.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- f. *Cash and Cash Equivalents* – Cash and cash equivalents consist substantially of interest-bearing deposits with financial institutions and investments with a maturity of three months or less.
- g. *Investments* – Investments in marketable securities held in the fiduciary fund types are recorded at market value. Investments in mutual funds held in agency funds are recorded at their quoted market value.

Bond investments of the pension trust fund are recorded at cost, which is the original cost of the investment adjusted for any bond premium amortization or discount accretion calculated ratably to maturity. Equity securities are recorded at their quoted market value.

Investments in the deferred compensation plan represent mutual funds.

- h. *Other Assets* – Other assets in the internal service fund represent a deposit for prepaid premiums for health insurance.
- i. *Inventory* – The cost of inventory is recorded as an expenditure at the time individual inventory items are consumed (consumption method).
- j. *Accrued Sick and Vacation* – Employees are granted vacation and sick leave in varying amounts. Upon retirement, termination or death, certain employees are compensated for unused vacation and sick leave (subject to certain limitations) at their then current rates of pay. The amount of sick and vacation costs which are not currently due and payable is recorded in the general long-term obligations account group.
- k. *General Fixed Assets* – General fixed assets are recorded as expenditures in the governmental funds and capitalized at cost in the general fixed assets account group. Contributed fixed assets are recorded at their estimated fair market value at the time received.

Certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems are not capitalized. Such assets normally are immovable and of value only to the Town. Therefore, the purpose of stewardship for capital expenditures is satisfied without recording these assets. Depreciation is not provided on general fixed assets.

- l. *Transfers* – Transfers of resources from a fund receiving revenue to the fund through which the resources are to be expended are recorded as operating transfers and are reported as other financing sources (uscs). Residual equity transfers are nonoccurring transfers of equity between funds.
- m. *Fund Equity* – Contributed capital is recorded in proprietary funds that have received contributions from other funds. Reserves represent those portions of fund equity not appropriable for expenditure or legally segregated for a specific future use.
- n. *Total Columns* – Total columns on the general purpose financial statements are captioned “Memorandum Only” to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations, or changes in financial position in conformity with generally accepted accounting principles. Such data are not comparable to a consolidation of the various fund types and account groups.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

o. Future Adoption of Accounting Pronouncements – The GASB has issued the following statements which the Town has not yet adopted and which require adoption subsequent to June 30, 1996:

Adoption Required Statement No.		In Fiscal Year
25	Financial Reporting for Defined Benefit Pension Plans and Note Disclosure For Defined Contribution Plans	1997
27	Accounting for Pensions by State and Local Government Employers	1998
28	Accounting and Financial Reporting for Securities Lending Transactions	1998
30	Risk Financing Omnibus – An Amendment Of GASB Statement No. 10	1997

The implications of these statements to the Town's fiscal practices and financial reports are being evaluated.

p. Use of Estimates – The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

q. On-Behalf Payments – During fiscal year 1996, the Town was required to adopt GASB Statement No. 24, "Accounting and Financial Reporting for Certain Grants and Other Financial Assistance." This statement requires the Town to recognize as income certain payments made on behalf of the Town by the Commonwealth. Specifically, the Commonwealth makes contributions to a contributory retirement plan administered by the Massachusetts Teachers' Retirement Board (the "State Plan") on behalf of the Town's teaching employees; the Town is not legally required to contribute to the State Plan, which is fully funded by the Commonwealth.

For the fiscal year ended June 30, 1996, the Commonwealth did not provide the Town with the amounts paid to the State Plan on behalf of employees of the Town or with information for the Town to use in estimating the amounts paid by the Commonwealth on behalf of the Town's teaching employees. Accordingly, the accompanying financial statements do not include the required adjustments, which would have increased both intergovernmental revenues and pension expenditures by the same amount. The effect of such an adjustment would not have changed the excess of revenues and other financing sources over expenditures and other financing uses for the year ended June 30, 1996 or fund balances at June 30, 1996.

2. PROPERTY TAXES

Real and personal property taxes are based on values assessed as of each January 1 and are due in quarterly installments on the subsequent August 1, November 1, February 1 and May 1. By law, all taxable property in the Commonwealth must be assessed at 100% of fair cash value. Taxes due and unpaid after the respective due dates are subject to interest and penalties. The Town has an ultimate right to foreclose on property for which taxes have not been paid. Property taxes levied are recorded as receivables in the fiscal year of the levy.

A statewide tax limitation statute known as "Proposition 2½" limits the property tax levy to an amount equal to 2½% of the value of all taxable property in the Town. A secondary limitation is that no levy in a fiscal year may exceed the preceding year's allowable tax levy by more than 2½%, plus taxes levied on certain property newly added to the tax rolls. Certain Proposition 2½ taxing limitations can be overridden by a Town-wide referendum vote.

3. BUDGETARY BASIS OF ACCOUNTING

The Town must establish its property tax rate each year so that the resulting property tax levy will comply with the limits required by Proposition 2½ and also constitute that amount which will equal the sum of (a) the aggregate of all annual appropriations for expenditures and transfers, plus (b) provision for the prior fiscal year's deficits, if any, less (c) the aggregate of all nonproperty tax revenue and transfers projected to be received by the Town, including available surplus funds.

The annual appropriations for the general and internal service funds of the Town are made at the Annual Town Meeting held each May. Appropriations may also be voted at Special Town Meetings. The Town has an advisory committee which submits reports on proposed appropriations at Town Meetings. The Town does not vote on annual appropriations for the special revenue and capital projects funds.

The budgets for all departments and operations of the Town, except that of public schools, are prepared under the direction of the Board of Selectmen. The School Department budget is prepared under the direction of the School Committee. The Town's department heads may make transfers of appropriations within a budget category. Transfers of appropriations between categories require a Town Meeting vote. The school budget, included within the general fund, is limited to the amount appropriated by Town Meeting, but the school committee retains full power to allocate the funds appropriated.

All annual appropriations lapse at fiscal year end. Appropriations for certain nonoperating projects and specific items not fully expended at the fiscal year end, however, are carried forward as continued appropriations to the new fiscal year, and are reported as a component of fund balance.

It is unlawful to authorize an expenditure in excess of the amounts which have been appropriated at Town Meetings.

3. BUDGETARY BASIS OF ACCOUNTING (CONTINUED)

The Town's general fund budget is prepared on a basis other than GAAP. The "actual" results column of the Statement of Revenues, Expenditures and Other Financing Sources (Uses) – Budget and Actual (Budgetary Basis) is presented on a "budget basis" to provide a meaningful comparison with the budget. The major differences between the budgetary and GAAP basis are that:

- (a) Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, and certain other revenues, which are recorded as revenues when levied (budget), as opposed to when susceptible to accrual (GAAP).
- (b) Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budget), as opposed to a reservation of fund balance (GAAP).

The following reconciliation summarizes the differences between budget and GAAP basis accounting principles for the year ended June 30, 1996:

	Revenue	Expenditures	Other Financing Sources (Uses), Net
As reported on a budgetary basis	\$119,676,616	\$120,169,591	\$3,556,511
Adjustment of revenues to a modified accrual basis:			
Real and personal property taxes	1,445,709		
Other revenues	75,181		
Adjustment for encumbrances and continuing appropriations		(2,066,588)	
Adjustment for accrual of workers' compensation claims and expenditures		621,692	
Adjustment for other available funds			(1,220,000)
Adjustment for transfers	<u>(800,000)</u>	<u>(800,000)</u>	<u>(800,000)</u>
As reported on a GAAP basis	<u>\$121,197,506</u>	<u>\$117,924,695</u>	<u>\$2,336,511</u>

4. CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and cash equivalents include cash on hand and certificates of deposit with original maturities of three months or less.

State and local statutes place certain limitations on the nature of deposits and investments available to the Town. Deposits (including demand deposits, money market deposits, term deposits and certificates of deposit) in any one financial institution may not exceed certain levels defined by statute. Investments may only be made in securities issued or unconditionally guaranteed by the United States Government or its agencies that have a maturity of less than one year from the date of purchase, repurchase agreements guaranteed by such securities with maturity dates of no more than 90 days from the date of purchase and units in the Massachusetts Municipal Depository Trust.

The Town's Contributory Retirement System has additional investment powers, most notably the ability to invest in common stocks, corporate bonds and other specified investments.

4. CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

Deposits and Investments – At year end, the carrying amount of deposits (all fund types and account group) was \$10,237,410 and the bank balance was \$11,848,312. Of the bank balance, \$1,317,367 was covered by federal depository insurance, \$2,961,581 was collateralized and \$7,569,364 was uninsured and uncollateralized.

In accordance with GAAP, investments as detailed in the following paragraphs are classified as to credit risk by the three categories described below:

Category 1: Insured or registered, with securities held by the Town or its agent in the Town's name.

Category 2: Uninsured and unregistered, with securities held by the counterparty's trust department or agent in the Town's name.

Category 3: Uninsured and unregistered, with securities held by the counterparty or by its trust department or agent but not in the Town's name.

Investments of the pension trust fund as of December 31, 1995 are summarized as follows:

	Category			Carrying Value	Market Value
	1	2	3		
U.S. Government and government agency obligations		\$ 19,720,982		\$ 19,720,982	\$ 20,943,294
Common stocks		47,074,212		47,074,212	47,074,212
Corporate debt securities		25,139,140		25,139,140	26,179,425
	<u>\$ 0</u>	<u>\$91,934,334</u>	<u>\$ 0</u>	<u>\$91,934,334</u>	<u>\$94,196,931</u>

4. CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

Deposits and Investments (Continued) – Investments as of June 30, 1996 are summarized as follows:

	Category			Not Categorized	Carrying Value	Market Value
	1	2	3			
Massachusetts Municipal Depository Trust*				\$ 23,239,987	\$ 23,239,987	\$ 23,239,987
U.S. Treasury and Government agency obligations	\$ 257,629	\$ 146,303			403,932	403,932
Nongovernment securities:						
Corporate bonds	87,271	503,774			591,045	591,045
Stocks	18,982	148,069			167,051	167,051
Unit investment trusts		97.452			97,452	97,452
Mutual funds				599,325	599,325	599,325
Total	<u>\$ 363,882</u>	<u>\$ 895,598</u>	<u>\$ 0</u>	<u>\$ 23,839,312</u>	25,098,792	25,098,792
Deferred compensation plan					13,181,433	13,181,433
					<u>\$ 38,280,225</u>	<u>\$ 38,280,225</u>

* Massachusetts Municipal Depository Trust funds are recorded in the Town's cash.

The composition of the Town's bank deposits and investments fluctuates depending primarily on the timing of real estate tax receipts, proceeds from borrowings, collections of state and federal aid, and capital outlays throughout the year. Accordingly, the Category 3 amounts were higher at times during the year than at year end.

5. FIXED ASSETS

A summary of changes in recorded general fixed assets for the year ended June 30, 1996 follows:

	Balance, July 1, 1995	Additions	Disposals	Balance, June 30, 1996
Buildings	\$ 57,287,550		\$	\$ 57,287,550
Machinery and equipment	<u>9,077,706</u>	<u>\$ 3,258,592</u>	<u>\$</u>	<u>12,336,298</u>
	<u>\$ 66,365,256</u>	<u>\$ 3,258,592</u>	<u>\$ 0</u>	<u>\$ 69,623,848</u>

6. NOTES PAYABLE

Capital Projects Fund – The Bond Anticipation notes payable in the Capital Projects Fund were issued in anticipation of issuing a bond, authorized for costs relating to the plans and reconstruction and renovation of the high school. The temporary note was issued on June 4, 1996 in the amount of \$2,890,000 bearing interest at 3.75% and is due on June 4, 1997.

7. PENSION PLANS

Plan Description – The Town contributes to the Town of Brookline Employees' Retirement System (the "System"), a single-employer, public employee retirement system that acts as the investment and administrative agent for the Town and the Brookline Housing Authority. The Town's payroll for employees covered by the System for the year ended December 31, 1995 was \$36,686,000. Public school teachers are covered by the Commonwealth of Massachusetts Teachers' Retirement System ("MTRS") to which the Town of Brookline does not contribute. The Town's payroll covered by MTRS was \$25,552,239 in calendar year 1995. Total payroll for the Town was \$67,426,508.

The System and the MTRS are contributory, defined-benefit plans covering all Town employees and teachers and Brookline Housing Authority employees deemed eligible. Certain Town employees are covered by the Town's noncontributory pension plan.

Instituted in 1937, the System is a member of the Massachusetts Contributory Retirement System and is governed by Chapter 32 of the Massachusetts General Laws. Membership in the System is mandatory immediately upon the commencement of employment for all permanent, full-time employees. Current membership in the System consists of the following:

	Number of Employees
Current employees:	
Fully vested	679
Nonvested	419
Terminated employees entitled to benefits but not yet receiving them	272
Retirees and beneficiaries currently receiving benefits	<u>793</u>
	<u>2,163</u>

Both systems provide for retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification.

Members of both systems become vested after 10 years of creditable service. A retirement allowance may be received upon reaching age 65 or upon attaining 20 years of service. The systems also provide for early retirement at age 55 if a participant (1) has a record of 10 years of creditable service, (2) was on the Town payroll on January 1, 1978, (3) voluntarily left Town employment on or after that date, and (4) left accumulated annuity deductions in the fund. Active members contribute either 5%, 7% or 8% of their gross regular compensation depending on the date upon which their membership began. If employed after January 1, 1979, the member must contribute an extra 2% over \$30,000 pursuant to Chapter (32) Section 22(D) which the Town accepted in June 1989.

The System also provides death and disability benefits.

Significant Accounting Policies – The accounting records of the System are maintained on a calendar-year basis in accordance with the standards and procedures established by the Commissioner of the Public Employee Retirement Administration.

7. PENSION PLANS (CONTINUED)

Funding Status and Progress – The amount shown below as the “Pension Benefit Obligation” is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure is intended to help users assess the funding status of the System on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among employers. The measure is the actuarial present value of credited projected benefits and is independent of the funding method used to determine contributions to the System.

The pension benefit obligation was computed as part of an actuarial valuation performed as of January 1, 1996. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 8.0% a year compounded annually, (b) projected salary increases of 4.5% a year compounded annually, attributed to inflation, (c) additional projected salary increases of 1.0% a year, attributable to seniority/merit, and (d) no postretirement benefit increases.

(Amounts in Thousands)

Pension benefit obligation:

Retirees and beneficiaries currently receiving benefits and terminated employees not yet receiving benefits	\$ 70,250
Current employees:	
Accumulated employee contributions, including allocated investment earnings	31,079
Employer-financed vested	29,936
Employer-financed nonvested	<u>23,356</u>
Total pension benefit obligation	154,621
Net assets available for benefits, at market value	<u>95,548</u>
Unfunded pension benefit obligation	<u><u>\$ 59,073</u></u>

7. PENSION PLANS (CONTINUED)

Actuarially Determined Contribution Requirements and Contributions Made – The Town has elected provisions of Chapter 32, Section 22D of Massachusetts General Laws, which require that a funding schedule be established to fully fund the accrued actuarial liability by June 30, 2028. Under provisions of this law, participating employers are assessed their share of the total retirement cost based on the entry age normal actuarial cost method. Significant actuarial assumptions used to compute actuarially determined contribution requirements are the same as those used to compute the pension benefit obligation described in funding status and progress above. Amortization of the unfunded actuarial accrued liability is determined using the level-dollar amortization method over a 33-year period. The level-dollar method calculates the fixed annual dollar cost of this liability over the 33-year period. Normal cost represents the portion of the value of the projected retirement benefit allocated to a particular year that is borne by employer and employee contributions. Based on the actuarial valuation performed as of January 1, 1996, the amount of annual contributions intended to cover normal cost for fiscal 1996 was \$4,577,510, of which the employer portion was \$2,103,153.

The Town's contribution to the System for 1996 of \$9,637,218 was made in accordance with the funding policy described above and was funded as follows: The Town contributed \$7,197,775 (20% of current covered payroll) and employees contributed \$2,439,443 (7% of current covered payroll).

Trend Information – Trend information gives an indication of the progress made in accumulating sufficient assets to pay benefits when due. Trend information may be found on pages 29 and 30.

8. POSTRETIREMENT BENEFITS

In addition to the pension benefits described in Note 7, the Town provides postretirement health care benefits in accordance with Massachusetts General Laws Chapter 32B to all employees who retire from the Town on or after attaining age 55 with at least 20 years of service and who were receiving health care benefits from the Town at retirement. The Town provides health insurance premium assistance at the level which the employee received when employed. This currently averages 75% unless the individual is covered by Medicare, in which case 50% of the Medicare premium and 75% of the Medicare supplement is provided. Benefits are paid by the Town on a pay-as-you-go basis. During fiscal year ended June 30, 1996, the Town contributed \$2,194,656 towards postretirement health care benefits.

9. LONG-TERM DEBT

General Obligation Bonds - The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the Town. These bonds generally are issued as serial bonds with equal amounts of principal maturing each year.

The following is a summary of changes in general long-term obligations for the year ended June 30, 1996:

General Obligation Bonds:

Inside Debt Limit	Issue Amount	Interest Rate	Final Maturity Date	June 30, 1995	Additions	Retirements	June 30, 1996	Interest Paid
1985 Computer System Acquisition	\$ 1,000,000	5.38% ^a	05/01/96	\$ 62,500	\$ -	\$ 62,500	\$ -	\$ 3,594
1985 High School Roof Repl.	120,000	5.38% ^a	05/01/96	12,000	-	12,000	-	690
1985 Energy Conservation	355,400	5.38% ^a	05/01/96	35,500	-	35,500	-	2,041
1986 Library Automated Circulation System	700,000	5.15% ^a	12/15/96	69,000	-	30,000	30,000	2,325
1986 Lantz Anderson Park	249,900	5.89% ^a	08/15/04	180,000	-	20,000	160,000	9,635
1987 Fire Station Roof	100,000	6.63% ^a	12/01/96	20,000	-	10,000	10,000	975
1987 Lincoln School Improvement	370,000	6.63% ^a	12/01/97	90,000	-	30,000	60,000	4,905
1989 Clark Playground	300,000	6.38% ^a	11/15/99	150,000	-	30,000	120,000	8,640
1989 Town Hall Roof ^b	40,000	6.36% ^a	11/15/97	15,000	-	5,000	10,000	800
1989 High School Roof	120,000	6.37% ^a	11/15/98	45,000	-	15,000	30,000	2,400
1989 High School Science Labs	4,070,000	6.37% ^a	11/15/98	1,570,000	-	500,000	1,070,000	84,480
1989 Pierce School ^b	3,235,000	6.37% ^a	11/15/98	1,435,000	-	360,000	1,075,000	86,320
1989 High School Roof	300,000	6.38% ^a	11/15/99	150,000	-	30,000	120,000	8,640
1990 Swimming Pool Building	260,000	5.89% ^a	08/15/99	155,000	-	35,000	120,000	7,450
1991 Asbestos Removal	150,000	5.91% ^a	08/15/99	90,000	-	20,000	70,000	4,325
1991 School Boilers	350,000	5.91% ^a	08/15/06	275,000	-	25,000	250,000	15,175
1991 Warren Field	380,000	5.89% ^a	08/15/06	300,000	-	25,000	275,000	16,725
1991 Driscoll Playground	245,000	5.89% ^a	08/15/06	185,000	-	20,000	165,000	10,165
1991 Driscoll School Gymnasium	400,000	5.91% ^a	08/15/06	310,000	-	30,000	280,000	17,120
1991 Library Roof	415,000	5.89% ^a	08/15/06	325,000	-	30,000	295,000	17,945
1992 High School Windows	250,000	5.31% ^a	09/01/12	220,000	-	15,000	205,000	10,860
1992 Baker School Roof ^b	1,500,000	4.92% ^a	09/01/02	1,200,000	-	150,000	1,050,000	53,700
1992 Sidewalk Construction	1,500,000	4.29% ^a	09/01/02	1,200,000	-	150,000	1,050,000	53,700
1992 School Boilers	800,000	5.30% ^a	09/01/10	710,000	-	45,000	665,000	35,215
1992 Runkle School Repairs	295,000	5.35% ^a	09/01/12	265,000	-	15,000	250,000	13,325
1992 Town Hall Elevators	100,000	5.16% ^a	09/01/07	86,000	-	7,000	79,000	4,120
1992 High School Safety System	510,000	5.27% ^a	09/01/09	450,000	-	30,000	420,000	22,170
1992 Baker School Roof/Plans	65,000	5.45% ^a	09/01/96	30,000	-	15,000	15,000	1,103
1992 Golf Course Improvements	650,000	5.15% ^a	09/01/07	560,000	-	45,000	515,000	26,840
1992 Fire Station Repairs	925,000	5.13% ^a	09/01/06	785,000	-	70,000	715,000	37,335
1992 Branch Library Repairs	200,000	5.36% ^a	09/01/12	180,000	-	10,000	170,000	9,070
1992 Town Hall Repairs	95,000	5.33% ^a	09/01/11	85,000	-	5,000	80,000	4,255
1992 Grove Street Building	60,000	5.02% ^a	09/01/04	50,000	-	5,000	45,000	2,315

(Continued)

9. LONG-TERM DEBT (CONTINUED)

Inside Debt Limit	Issue Amount	Interest Rate	Final Maturity Date	June 30, 1995	Additions	Retirements	June 30, 1996	Interest Paid
1994 Library Building	140,000	3.92%	01/15/94	126,000	-	14,000	112,000	4,956
1994 Various Buildings	380,000	3.94%	01/15/94	342,000	-	38,000	304,000	13,452
1994 Fire Station Repairs	150,000	3.92%	01/15/94	135,000	-	15,000	120,000	5,310
1994 Various Outdoor Facilities	350,000	3.94%	01/15/94	315,000	-	35,000	280,000	12,390
1994 High School Safety System	1,000,000	3.94%	01/15/94	900,000	-	100,000	800,000	35,400
1994 Computer Improvements	700,000	3.80%	01/15/94	560,000	-	140,000	420,000	21,700
1994 Traffic Signals	160,000	3.93%	01/15/94	144,000	-	16,000	128,000	5,664
1994 Heath Roof	130,000	3.92%	01/15/94	117,000	-	13,000	104,000	4,602
1994 Heath/Driscoll Plans & Specs.	290,000	3.79%	01/15/94	231,000	-	59,000	172,000	8,970
1995 Various School Buildings	85,000	4.56%	04/01/00	85,000	-	17,000	68,000	4,947
1995 Various School Buildings	750,000	5.90%	04/01/10	750,000	-	50,000	700,000	40,500
1995 Heath School	3,200,000	5.35%	04/01/15	3,200,000	-	160,000	3,040,000	173,360
1995 Fire Station Repairs	880,000	4.80%	04/01/05	880,000	-	88,000	792,000	47,080
1995 Various Public Buildings	430,000	5.90%	04/09/95	430,000	-	33,000	397,000	23,079
1995 Fire Engine	460,000	4.56%	04/01/00	460,000	-	92,000	368,000	26,772
1996 Various Public Buildings	550,000	4.11%	02/15/06	-	550,000	-	550,000	-
1996 Heath School Playground	180,000	3.74%	02/15/01	-	180,000	-	180,000	-
1996 Soule Playground	330,000	4.09%	02/15/06	-	330,000	-	330,000	-
1996 Beacon Street Construction	500,000	3.74%	02/15/01	-	500,000	-	500,000	-
1996 Library Remodeling Plans	150,000	3.74%	02/15/01	-	150,000	-	150,000	-
1996 Computer Equipment	900,000	3.74%	02/15/01	-	900,000	-	900,000	-
1996 Various School Buildings	435,000	4.15%	02/15/06	-	435,000	-	435,000	-
1996 Heath School	300,000	4.11%	02/15/06	-	300,000	-	300,000	-
1996 Surface Drains	400,000	4.11%	02/15/06	-	400,000	-	400,000	-
1996 Library Remodeling	160,000	4.11%	02/15/06	-	160,000	-	160,000	-
1996 Various Public Buildings	580,000	4.15%	02/15/06	-	580,000	-	580,000	-
Total Inside Debt	<u>13,690,000</u>			<u>19,961,000</u>	<u>4,485,000</u>	<u>2,757,000</u>	<u>21,689,000</u>	<u>1,000,090</u>

(Continued)

9. LONG-TERM DEBT (CONTINUED)

Outside Debt Limit	Issue Amount	Interest Rate	Maturity Date	Final	June 30, 1995	Additions	Retirements	June 30, 1996	Interest Paid
1986 Water Mains	1,550,000	5.15%	12/15/01	710,000	-	105,000	-	605,000	34,138
1987 Pierce School Improvement	150,000	6.61%	12/01/96	20,000	-	10,000	-	10,000	975
1987 Water Mains Phase II	2,150,000	6.63%	12/01/02	1,100,000	-	150,000	-	950,000	69,475
1987 Runkle School Improvement	1,080,000	6.61%	12/01/96	240,000	-	120,000	-	120,000	11,700
1989 Water Mains Phase III	300,000	6.37%	11/15/99	135,000	-	10,000	-	125,000	8,320
1990 Water Mains	3,200,000	5.89%	08/15/06	2,780,000	-	195,000	-	2,585,000	156,260
1992 Lincoln School	13,000,000	5.35%	09/01/12	11,680,000	-	660,000	-	11,020,000	587,420
1992 Water Mains	1,600,000	5.27%	09/01/12	1,449,000	-	78,000	-	1,371,000	71,923
1994 Water Mains	5,200,000	4.54%	01/15/94	4,940,000	-	260,000	-	4,680,000	215,906
1994 Sewer Mains	476,850	0.00%	12/01/93	381,480	-	95,370	-	286,110	-
1996 Sewer Mains	804,450	0.00%	03/01/01	-	804,450	-	804,450	-	-
Total Outside Debt	<u>29,511,300</u>			<u>23,435,480</u>	<u>\$04,450</u>	<u>1,683,370</u>	<u>1,683,370</u>	<u>22,556,560</u>	<u>1,156,117</u>
Total Bonds	<u>\$33,201,300</u>			<u>43,396,480</u>	<u>5,289,450</u>	<u>4,440,370</u>	<u>44,245,560</u>	<u>2,156,207</u>	

Other long-term obligations

Pension costs (Note 7)	72,359,000	-	13,286,271	59,072,779
Sick and vacation, net	5,165,490	734,958	-	5,900,448
Estimated liability for workers' compensation	3,100,000	-	11,150,000	1,950,000
TOTAL	\$124,020,970	\$6,024,408	\$18,876,641	\$111,168,737

(Concluded)

9. LONG-TERM DEBT (CONTINUED)

The annual requirements to amortize all general obligation bonds outstanding as of June 30, 1996, including interest, are as follows:

	Principal	Interest	Total
Fiscal year ending June 30:			
1997	\$ 5,091,260	\$ 2,091,620	\$ 7,182,880
1998	4,916,260	1,855,813	6,772,073
1999	4,486,260	1,637,983	6,124,243
2000	3,740,890	1,446,630	5,187,520
2001	3,530,890	1,281,233	4,812,123
Thereafter	<u>22,480,000</u>	<u>6,146,177</u>	<u>28,626,177</u>
	<u><u>\$44,245,560</u></u>	<u><u>\$14,459,456</u></u>	<u><u>\$58,705,016</u></u>

The Commonwealth has approved school construction assistance to the Town. The assistance program, which is administered by the School Building Assistance Bureau ("SBAB"), provides resources for future debt service of general obligation school bonds outstanding. These resources are subject to annual appropriation by the state legislature and the Town's compliance with certain reporting requirements. The Town did not receive any SBAB assistance during fiscal year 1996.

The Town is subject to a dual level general debt limit; the normal debt limit and the double debt limit. Such limits are equal to 5% and 10%, respectively, of the valuation of taxable property in the Town as last equalized by the Commonwealth's Department of Revenue. Debt may be authorized up to the normal debt limit without state approval. Authorizations under the double debt limit, however, require the approval of the Commonwealth's Emergency Finance Board. Additionally, there are many categories of general obligation debt which are exempt from the debt limit but are subject to other limitations.

Authorized and unissued debt at June 30, 1996 is as follows:

Soule playground	\$ 420,000
Sewer rehabilitation	127,400
Parking meters	250,000
High school renovations – outside debt limit	43,800,000
Highway garage	7,600,000
Water mains	5,900,000
Surface drains	500,000
School buildings	1,450,000
Other public buildings	220,000
	<u><u>\$60,267,400</u></u>

The Town has approximately \$21,466,000 of debt exempt from the debt limit.

10. COMMITMENTS AND CONTINGENCIES

There are several pending lawsuits in which the Town is involved. The Town attorney estimates that the potential claims against the Town not covered by insurance resulting from such litigation would not materially affect the general purpose financial statements of the Town.

The Town has received federal and state grants for specific purposes that are subject to review and audit by the grantors or their representatives. Such audits could lead to requests for reimbursement to the grantor agency for expenditures disallowed under terms of the grants. Town officials are not aware of any potential disallowances.

The Town is in the process of closing one landfill and an incinerator site. The cost is estimated at \$1.2 million and has been included in the Town's capital plan.

11. DEFERRED COMPENSATION

The Town of Brookline offers its employees a deferred compensation plan created in accordance with Section 457 of the U.S. Internal Revenue Code. The plan is administered by Aetna Life Insurance and Annuity Company. The plan, available to all Town employees, permits them to defer a portion of their current salary to future years. The deferred compensation is not available to the participants until termination, retirement, death or unforeseeable emergency.

In accordance with Section 457 of the Internal Revenue Code, all amounts of compensation deferred under the plan, all property and rights purchased with such amounts, and all income attributable to such amounts, property, or rights are (until they are made available to the employee or other beneficiary) solely the property and rights of the Town (without being restricted to the provisions of benefits under the plan) subject only to the claims of the Town's general creditors.

Participants' rights created under the plan are equivalent to those of general creditors of the Town and only in an amount equal to the fair market value of the deferred account maintained with respect to each participant. Plan assets have been used for no purpose other than to pay benefits. In addition, the Town believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

The Town and its agent have no liability for losses under the plan, but do have the duty of care that would be required of any ordinary prudent investor.

The assets and liabilities of the deferred compensation plan are included in agency funds at June 30, 1996.

12. FUND BALANCE

The fund balance shown in the general fund financial statements includes "Surplus Revenue" and other accounts maintained by the Town in accordance with the Commonwealth's statutes and requirements prescribed by the Bureau of Accounts. At the time the annual budget is approved by the Town Meeting, the amounts of the fund balances, which will be utilized to finance the succeeding fiscal year's operations, are transferred from unappropriated fund balances to appropriated fund balances. The components of the general fund balance at June 30, 1996 are as follows:

Continued appropriations			
Appropriated fund balance:			\$ 4,561,616
Expenditures budgeted for succeeding year	\$ 128,884,563		
Revenue budgeted for succeeding year - tax lcvy and other	(124,611,567)		
Other available funds budgeted for succeeding year	(2,052,996)		4,272,996
Free cash budgeted for succeeding year	(2,220,000)		(4,272,996)
Unappropriated fund balance - undesignated			<u>8,686,207</u>
General fund balance			<u>\$ 13,247,823</u>

13. FUND EQUITY

The following funds had deficit equity balances as of June 30, 1996:

	Reserved	Unreserved	Total
Special Revenue:			
P.L. 94-482 Occupational Education	\$ 269	\$ (33,080)	\$ (32,811)
Early Childhood	5,558	(58,011)	(52,453)
Comm Partnership Child	2,010	(2,010)	0
School Lunch Revolving	16,212	(124,678)	(108,466)
Summer School Revolving	1,365	(54,081)	(52,716)
Spending Plan Formula Grants		(3,132)	(3,132)
Title IIIB Older Americans' Act		(649)	(649)
Animal Control		(533)	(533)
Survey and Planning Grant	548	(9,181)	(8,633)
Chapter 90 Highway		(711,605)	(711,605)
Misc Private Details		(1,729)	(1,729)
Trust and Agency:			
Mildred Bent Library Fund		(4,774)	(4,774)
Edward Einstein Memorial School Fund		(296)	(296)
Police - Private Details		(337,242)	(337,242)
Library General Contributions		(2,420)	(2,420)

The deficits in these funds will be eliminated through future federal and state grants, bond issues and other anticipated revenue.

14. OPERATING TRANSFERS

Operating transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. Operating transfers during the year were as follows:

	General	Special Revenue	Capital Projects	Expendable Trusts
Purpose of operating transfers:				
Parking meter receipts	\$ 1,300,000	\$ (1,300,000)		\$ 0
Cemetery trust	80,000	(65,000)		(15,000)
Library aid	41,555	(41,555)		0
Golf Fund	233,514	(233,514)		0
Chapter 90 highway	781,442	(781,442)		0
Town Hall	(140,000)		\$ 140,000	0
High School Fuel Tanks	<u>40,000</u>		<u>(40,000)</u>	<u>0</u>
	<u><u>\$ 2,336,511</u></u>	<u><u>\$ (2,421,511)</u></u>	<u><u>\$ 100,000</u></u>	<u><u>\$ (15,000)</u></u>

15. RISK MANAGEMENT

The Town is exposed to various risks of loss related to torts, theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Town has purchased commercial insurance for these risks, except for those risks identified in the following paragraphs, which the Town accounts for in its general fund and internal service fund.

Group Health – The Town has chosen to establish a risk financing fund for risks associated with the employees' health insurance plan. The risk financing fund is accounted for as an internal service fund where assets are set aside for claim settlements. Both employees and the Town contribute to the fund based upon a 75% Town and 25% employee primary care premium formula.

The total charge allocated to the general fund is calculated using trends in actual claims experience. Provisions are also made for unexpected and unusual claims.

Liabilities of the fund are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported ("IBNR"). Claim liabilities are calculated based on recent claim settlement trends including frequency and amount of pay-outs. The Town carries insurance on individual medical claims in excess of \$75,000 annually.

Workers' Compensation – The Town provides workers' compensation on a self-insured basis with an insured stop/loss of \$300,000 per accident. Employees injured on the job receive two-thirds of their salary plus 100% reimbursement of related medical expenses. All workers' compensation activity is accounted for in the general fund. Expenditures and claims are recognized when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Claim liabilities are calculated based on recent claim settlement trends including amount of pay-outs. The general fund contains a provision of \$201,000 for current claim liabilities and the general long-term obligations account group includes an amount of \$1,950,000 for estimated claims.

15. RISK MANAGEMENT (CONTINUED)

Workers' Compensation (Continued) – An analysis of claims activities is presented below:

	Beginning of Fiscal Year Liability	Current Year and Changes in Estimates	Actual Claim Payments	Balance at Fiscal Year End
Group health	\$ 525,000	\$4,664,947	\$4,084,852	\$1,105,095
Workers' compensation	3,375,000	(918,094)	305,906	2,151,000

* * * * *

TOWN OF BROOKLINE, MASSACHUSETTS

**REQUIRED SUPPLEMENTARY INFORMATION
EMPLOYEES' RETIREMENT SYSTEM
REVENUES BY SOURCE AND EXPENSES BY TYPE
TEN YEARS ENDED DECEMBER 31, 1995**

Year	Revenues by Source					Total
	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Miscellaneous	
1986	\$ 1,553,369	\$ 7,270,046	\$ 471,278	\$ 1,964,371	\$ 160	\$ 11,259,224
1987	1,692,508	5,745,305	1,266,095	1,600,039	3,136	10,307,083
1988	1,830,604	6,081,507	933,167	3,204,325		12,049,603
1989	1,980,717	6,263,466	496,630	7,050,878		15,791,691
1990	2,151,300	6,494,728	1,009,296	449,175		10,104,499
1991	2,221,353	6,522,951	938,277	9,428,219		19,110,800
1992	2,259,939	6,512,732	1,623,244	7,031,534		17,427,449
1993	2,263,270	6,746,032	1,210,499	8,331,008		18,550,809
1994	2,410,257	7,022,303	964,986	1,234,793		11,632,339
1995	2,493,443	7,197,775	1,255,338	14,563,879		25,510,435

Year	Expenses by Type				Total
	Administrative			Refunds	
	Benefits	Expenses			
1986	\$ 6,505,844	\$ 90,918	\$ 558,267	\$ 7,155,029	
1987	6,792,917	92,298	386,438		7,271,653
1988	7,303,927	125,643	509,588		7,939,158
1989	7,678,612	141,776	393,018		8,213,406
1990	7,934,216	117,413	244,764		8,296,393
1991	8,168,014	136,338	250,223		8,554,575
1992	9,382,262	159,670	407,108		9,949,040
1993	9,775,545	176,619	778,647		10,730,811
1994	10,236,093	150,462	268,158		10,654,713
1995	10,326,131	148,227	226,331		10,700,689

TOWN OF BROOKLINE, MASSACHUSETTS

**REQUIRED SUPPLEMENTARY INFORMATION
EMPLOYEES' RETIREMENT SYSTEM
ANALYSIS OF FUNDING PROGRESS
NINE YEARS ENDED DECEMBER 31, 1995**

(In Thousands)				(4) Unfunded Pension Benefit Obligation	(5) Annual Covered Payroll	(6) Unfunded Pension Benefit Obligation as a Percentage of Covered Payroll
Year	(1) Net Assets Available for Benefits	(2) Pension Benefit Obligation	(3) Percentage Funded (1)/(2)	(2)-(1)		
1987	\$ 38,147	\$ 107,125	36 %	\$ 68,978	\$ 31,116	222 %
1988	42,257	117,714	36	75,457	33,139	228
1989	49,836	117,334	42	67,498	31,329	215
1990	51,644	122,140	42	70,496	32,005	220
1991	62,200	126,879	49	64,679	34,004	190
1992	69,679	131,043	53	61,364	33,317	184
1993	77,499	142,483	54	64,984	32,737	199
1994	76,255	148,614	51	72,359	34,683	209
1995	95,548	154,621	62	59,073	36,686	161

1. Net assets are stated on the basis explained in Note 7 to the General Purpose Financial Statements.

Isolated analysis of the dollar amounts of net assets available for benefits, pension benefit obligation, and unfunded pension benefit obligation can be misleading. Expressing the net assets available for benefits as a percentage of the pension benefit obligation provides an indication of the Town's funding status on a going-concern basis. Analysis of this percentage over time indicates whether the system is becoming financially stronger or weaker. Generally, the greater this percentage, the stronger the Public Employees' Retirement System ("PERS"). Trends in unfunded pension benefit obligation and annual covered payroll are both affected by inflation. Expressing the unfunded pension benefit obligation as a percentage of annual covered payroll approximately adjusts for the effects of inflation and aids analysis of the progress made in accumulating sufficient assets to pay benefits when due. Generally, the smaller this percentage, the stronger the PERS.

Note: Information prior to 1987 is not required to be presented.

SUPPLEMENTAL SCHEDULE I

TOWN OF BROOKLINE, MASSACHUSETTS

SUPPLEMENTAL SCHEDULE OF RECONCILIATION OF TREASURER'S CASH
AND CASH EQUIVALENTS
JUNE 30, 1996

CASH AND CASH EQUIVALENTS ARE COMPRISED OF:

General fund	\$ 19,408,209
Special revenue funds	2,319,890
Capital projects funds	6,881,887
Internal service fund	2,400,883
Trust and agency funds	2,214,151
TOTAL	\$33,225,020

AS OF JUNE 30, 1996, CASH AND CASH EQUIVALENTS ARE COMPRISED
OF THE FOLLOWING BALANCES:

Massachusetts Municipal Depository Trust	\$ 23,239,987
Boston Safe Deposit & Trust	518,778
Fleet Bank	978,672
Shawmut Bank	35,039
BayBank Norfolk	895,380
Bank of Boston	155,450
Century Bank and Trust	117,806
State Street Bank and Trust	40,264
Brookline Savings Bank	429,309
U.S. Trust	29,085
Certificates of deposit	3,300,399
Fidelity - short-term investments	6,487
Smith Barney - short-term investments	511,789
Other short-term investments	4,994
BayBank - FHLB	2,961,581

TREASURER'S CASH AND CASH EQUIVALENTS, JUNE 30, 1996

\$33,225,020

TOWN OF BROOKLINE, MASSACHUSETTS

**SUPPLEMENTAL SCHEDULE OF TAXES
YEAR ENDED JUNE 30, 1996**

SUPPLEMENTAL SCHEDULE II

	Uncollected, July 1, 1995	Add Commitments	Less Abatements	Add Cash Refunds	Other Deductions	Less Collections	Uncollected, June 30, 1996
REAL ESTATE	\$ 1,052,024	\$ 79,200,678	\$ 1,882,079	\$ 1,582,391	\$ (409,776)	\$ 78,789,813	\$ 753,425
PERSONAL PROPERTY	92,291	1,629,272	9,256	13,087		1,609,705	115,689
MOTOR VEHICLE EXCISE	<u>1,246,325</u>	<u>3,383,261</u>	<u>46,305</u>	<u>60,283</u>		<u>3,524,223</u>	<u>1,119,341</u>
TOTAL	\$ 2,390,640	\$ 84,213,211	\$ 1,937,640	\$ 1,655,761	\$ (409,776)	\$ 83,923,741	\$ 1,988,455

SUPPLEMENTAL SCHEDULE III

TOWN OF BROOKLINE, MASSACHUSETTS

**SUPPLEMENTAL SCHEDULE OF COMPUTATION OF LEGAL DEBT MARGIN
JUNE 30, 1996**

EQUALIZED VALUATION – Personal property and real estate, January 1, 1994	\$ 4,635,825,100
DEBT LIMIT – 5% of equalized valuation	\$ 231,791,255
AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT:	
Total bonded debt	\$ 44,245,560
Less bonded debt not included in computation of legal debt margin as defined in Massachusetts Statutes	<u>22,556,560</u> <u>21,689,000</u>
LEGAL DEBT MARGIN	\$ 210,102,255

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